

SPECIAL ISSUE: A PORTRAIT OF LIFE ON CAMPUS

CANADA'S WEEKLY NEWSMAGAZINE

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# Maclean's

THE UNIVERSITIES

## A Measure Of Excellence

*The Third Annual Ranking*



# Ultimately, there's Black.

## Maclean's

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# A Measure Of Excellence

## SPECIAL REPORT

In its third annual rankings of Canadian universities, Maclean's provides a survey of 50 institutions—and a comprehensive look at what is being offered to undergraduates across the country. Here is the definitive road map for prospective students, the guide to small classes and accessible professors. Making the right choice has never been more crucial. As a record number of students enroll in Canadian universities, a record number are also graduating into an uncertain job market. And in an age of soaring tuition and diminished expectations, choosing a university should no longer be an educated guess.

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# A Little Idea

It started as a small idea. A parent and a high-school student struggling with slick brochures from universities, schools where the gloss overshadowed the substance, discussions at the office, where colleagues reported the same frustrations. Then began the exercise at Madison's that led to the first public ranking ever undertaken of Canadian universities. That was 1991, and the work that third annual ranking at universities and comparison articles has arrived. John Stubbs, president of Simon Fraser University, observed recently "Let's be honest, as I'll poor first education issue came along, the universities were clearly being asked the kind of probing questions that you've asked, or even to assemble the kind of data you've asked for. It was never requested else."

Not that all of them were pleased with the result of the first edition. While it was an instant hit with readers, it was a lightning rod on campuses across the nation, especially at schools that did not place well in the rankings. Administrators and faculty attacked it as simplistic, subjective and as a crude device to sell magazines. In private, many educators quietly recognized the process and offered helpful suggestions. A few brave presidents broke with their peers to publicly commend the effort. By 1992, Madison had retained a project editor and a consulting statistician. The elaborate questionnaire and accompanying grade was further refined for 1993 and a new series of inquiry launched a comparative study of Canadian universities and selected U.S. institutions.

Walter Harnage, a vice-president of the University of Michigan in Ann Arbor commented that the data sought in the 1993 Madison's

study "are the kind of measures we look at in judging ourselves."

Surprisingly, the little idea has become part of a larger movement towards accountability. A task force composed of Ontario university leaders earlier this year recommended that the province's schools be required to table an annual report on their performance, using several of the criteria developed for the Madison's survey. And commissions and task forces in four other provinces have called for greater accountability.

It should be underlined that most Canadian universities give generously of their time and resources to cooperate in the Madison's survey. They did not have to. But their willingness to open up to outside scrutiny—as uncomfortable as it sometimes made them—was commendable, and a trait that would serve well as many major, and more intricate, case data assessments.

Also, the basic far operation is not over. About 20 schools, including Oshawa and Trent, refused to appear in the magazine-campus results of the 1993 "National Graduate Survey." While the overall SwissArmy results are recorded in the current issue, the information on individual schools would have provided readers with a guide to how their graduates fared after leaving school—the very "input" nature that critics have denigrated that Madison's should include in its annual rankings. Klyne said yes.

*Robert Lewis*

## Newsroom Notes:

Early two months after the publication of last year's special university issue, the work of creating the 1993 edition began. In January, Ann Dowsett Johnston, project editor of the 1992 issue, returned full time—and two months later appointed Victor Dwyer as Madison's first Education Editor. Consulting with university officials across Canada, the two set about the task of reshaping and refining the 14-page survey questionnaire. After delivering the document, designed by Irlie Legge and Sean McChurley, they relied on a dedicated team. Chief among them

were Lynn Beauregard, who brought to the project an advanced computer knowledge, and Nancy LePrieux. Mary Dwyer, who, in hundreds of calls, worked through the details of each school's returned survey, Diane Brady, whose work on the first two rankings made her a source of sound advice, and statistician Georges Lefebvre, who combined a sharp mind with intuitive good sense. In the art department, Nick Burnett and Glenda Schaefer brought a polished look to the ranking package. They all deserve high marks.

Dwyer, Dowsett Johnston: high marks



At Dehlihouse: the movement towards accountability


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# TRUE OR FALSE

Canadian students spend as much time in school as students in Japan  
(The Economist, The Sunday New York Times, 1991)

Over 50% of students are attending internationally in multi-campus  
(Statistics Canada, 1991)

Canada has a 99% literacy rating according to a UNESCO survey  
(1991/92)

The school day has been decreased from 80% to 54% in the last thirty years  
(Statistics Canada, 1991)

Canada is educational catch-up in the mid-range between the US and Europe  
(Statistical Canada 1992 News, 1992)

Canadian students have a higher graduation rate than Japanese students  
(Statistics Canada, September 1991)

TRUE FALSE  
 TRUE FALSE  
 TRUE FALSE  
 TRUE FALSE  
 TRUE FALSE  
 TRUE FALSE

**THE TRUTH  
 ABOUT PUBLIC EDUCATION  
 IT WORKS FOR CANADA**



## LETTERS

comment to "do" something for me, but I of  
 ten find myself wishing the politician would  
 at least make it a lot easier and less difficult  
 to do something for myself.

*Stephens Hamilton,  
 Tulsa, Okla.*

As a neophyte immigrant to Canada, I  
 commend Barbara Ansel on her forthright  
 stand to "end the force of government-  
 sponsored multiculturalism." The lip  
 service paid to the multi-cussing word  
 "multiculturalism" is pure political play to  
 woo the ethnic vote, while providing a  
 platform for self-styled ethnic leaders. In no  
 way does it work towards a unified nation  
 and a strong Canada, rather it is a nice way  
 to ethnic end rule.

*Kirkie Akoyemba,  
 Markle York, Ont.*

Silly me, I believed it when I was told that di-  
 scussions were exact. However, after reading  
 Barbara Ansel's column I must conclude  
 that it just isn't so. Her pronouncements  
 regarding replacing the Charter of Rights and  
 Freedoms with a new charter to guarantee  
 property rights and her opposition to labor  
 laws that might benefit the laborers are proof  
 enough that she is indeed the incarnation  
 of the original dinosaur.

*Phyllis Melrose,  
 Victoria*

If Barbara Ansel believes that our social ser-  
 vices have become a hammock, obviously  
 she has never had to apply for unemployment  
 insurance or welfare. I suspect it is as  
 easy to pretend to know what is wrong in  
 this world when you are assured that you  
 will never partake in the decisions these  
 services create. For the first time in my re-  
 cent life, I have found myself unemployed.  
 Believe me, unemployment insurance pro-  
 ceedings are designed for survival, nothing  
 more. Perhaps some day, when Ansel has  
 no job or personal wealth to see her through  
 the bad times, then and only then will I be in-  
 terested in her views on our social safety net.  
 Until that time, as she suggests to other  
 women, she should try sports coverage.

*Gloria Webb,  
 Dauphin, Ont.*

## Sexploitation

It is very sad to see Marlene's glory "The  
 King of Porn" by crawling its cover to ex-  
 tending the wonders of Randy Jurgensen's  
 success (Oct. 11). Informative coverage of  
 this type would not have required such a  
 presentation. The most important truth  
 about pornography is that it defames, de-

"There's nothing  
 dull about energy  
 efficient lighting."



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Done Bald,  
 7/1/92

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## LETTERS

grades and debasement not only the people in the industry or video but also the viewers. Canada has made important strides in recent years in the area of clean water, air and respect for the environment. Unfortunately, its love of money and moral code is almost disappearing. A society that allows the degradation of the beautiful gift of nature through pornography is doomed.

Tony Snyder  
Windsor, Ont.

Any police officer or youth worker knows that for every happy performer like Nina Hagen, there are a thousand desperate young girls gathering outside the streets, climbing into cars with strangers or performing sex acts for the camera. As a former investigative reporter with the Metro Toronto police force, I can attest that those of us who have seen the porn business firsthand know of the degradation, hopelessness and exploitation of the human spirit that characterizes these girls. Your articles never touch upon this sad aspect in any way that the editors in the columns are not the same prostitutes found on the street or in hotel bars.

Dan Best  
Barnet, Ont.

Thank you for your article "The hang of porn," which draws attention to the extent to which pornography is proliferating in our country. I sincerely hope a major enough alarm that responsible citizens will publicly voice their dismay and concern. I was both shocked, however, by the subtle message that seems to underlie the article. Nancy Jurgensen's life is portrayed as an imposture, though controversial, success story of a "friendly farm boy" who made good. You state that "while many critics may not be too daring something other than selling pornography, few would deny he is doing very well." Is doing well financially now the ultimate goal regardless of the devastating effects of our actions on society?

Martha Phillips  
Regina

## A man's world

I read with interest your piece on the living of a man named Carling to be the first female for a male supervisor (CN's place for a woman). Carling (CN) it was interesting to note that she was given a job, presumably by a man, but she also admits she had absolutely no knowledge of it. No wonder there was some opposition. As far as the progress Carling made in adapting work schedules and limits, I expect that in what the position entailed, and it is so clear significant whether it was approved by a male or a female. In the world of commerce, gender politics plays an in-

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## LETTERS

crowning and often opportunist role. If a man applies for a job and gets the position, it is probably because he was best qualified in experience, background, attitude and potential. Unfortunately many women now obtain positions in the workplace because they are women. The end does not justify the means.

Gary Young,  
Campbell River, B.C.

## Legal fees

Pursuant to the article regarding the unpopularity of lawyers ("The public on lawyers—again," *Telegraph*, Oct. 10), I suggest that they carefully consider their method of billing infrequent clients. This practice, known as contingency billing, enables lawyers to command a fee of up to 33.3 per cent (as an example) of the amount awarded to their client in a motor vehicle accident insurance claim settlement. In the case of representing a person rendered quadriplegic in an automobile accident, where the average settlement in British Columbia is \$5.5 million, they could mean a staggering \$83,500 fee. I do not think lives at this magnitude can be justified, especially since I have observed in my 30 years of general medical practice that every single one of my patients who sought insurance compensation made it a settlement out of court. It is not reasonable to expect that a lawyer's fee should be related to the number of hours actually spent working on the case!

Dr. H. B. Veenay  
Sooke, B.C.

## Debt for peace

I have just read "Two few good men" in your Sept. 12 issue (*Canada*), which I recently received here in Canada. This article discusses the early performance of the same commandos sent here in the former Yugoslavia. Without question this was the best battalion on duty at this theatre of operation. They are a great credit to their regiment and the country. Your article rightly condemns the actions of a few for their behavior in Somalia. However, the issue, particularly the headline, "Two Few Good Men," blames all members for the mistakes. The battalion has done an outstanding job, which has been largely noticed by the Canadian public. We all owe a debt of gratitude to our soldiers such as those found in 2nd Canadian Airborne, Princess Patricia's Canadian Light Infantry, you should not criticize them for the actions of a few few.

U. Col. J. A. Hamilton,  
UNIVERSITY OF Western  
Senior Search Headquarters  
Knox, Canada

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## COLUMN



# Something to be optimistic about

BY BARBARA AMIEL

**M**y husband has been on the book circuit tagging his 100,000, *Canada After: A Life in Progress*, and it is bracing to see him have to face interviewers and to give when they ask him justifiably questions. I think it was Murdoch Books who wrote the best piece on the barriers of the book tour, but never in the space of entering books gladly made manifest more than in the *Canada* read show. My favorite moment so far has been Toronto's Andy Harris, on radio station *CFRB* trying to pin "mental illness" on the young Cayard Black, which as a diagnostic procedure makes telling the future from the color of your blood seem academic.

Still, I think it's all a good cause, selling a few books and letting a newspaper proprietor know what we lack, actually go through. I tried to explain to Conrad once how I might do it was to battle with brain-crashed copy editors, and he remarked that he had never occasioned anything but the greatest politicians when sending his copy into a newspaper. "It begins," I remarked triumphantly, "to own the newspaper."

An inch would have it, not long after he sent one of his columns to a paper in which he had a financial interest, and it was received by a hapless editor who seemed not to recognize the byline of C. Black, the copy was returned all marked up with these interesting things editors do, such as putting question marks in the margin next to really good sentences and writing angry suggestions like "rephrase" and "don't understand." The comments ended with a note that the copy person thought a snappy opening would broken up the piece. After five minutes of dutifully struggling to follow the impossible process of the copy editor's mind, Conrad pulled out his fountain pen. "You can run it as it is or not, as you please," he wrote, "and it matters not a whit to me which you choose." I was less worried.

These thoughts have nothing to do with

*If the Reform party, essentially small-c conservative, grows and develops, we are halfway to becoming a mature country*

what this column ought to be about—post-election Canadian politics—but that subject so borrows me that I read off wherever I hear intonations of "The Future of Canada." Being in love, however, I did not read off when my husband spoke on that ringing topic at a joint meeting of the Canadian and Sovereign clubs in Toronto last week. As I watched, wearing my best spread book, I thought I heard him say he was an "optimist." About what I wondered?

Black's diagnosis of the Canadian disease was accurate, all right—it virus made up of special-interest-group politics, bad political leadership, disunity in Quebec and so on—but his identification of the carrier of the virus was a little short. He was laying the whole mess in this country on the failure of the elite—rotten political leaders, less-than-egoistic journalists, loose-limbed academics, churches with their attention on travel relatives and that sort of thing. As far as he was concerned, the election results showed that the jig was up. Canadians had given a message to their elites and wanted a new political order.

But, surely, a small sense made me whisper, the fault is with the Canadian people, not only the elites, the fault is with our com-

placent citizens who don't read, don't think, don't want to face reality and don't want to know. Voters who are afraid of real change because the worst both of Canadian life with its equity and unemployment that is still better than the hot or cold or tough measures that would fix the deficit and ultimately our inflation, stagnant economy. I'll bet most Canadians will have a sense why their country is as it is, and so, if you told them what has to be done, carefully, and amending of benefit programs, minimum wage laws and transfer payments to harder-up regions of Canada, dismantle labor legislation that makes Canadian costs uncompetitive and strangles the producers of wealth—in a word, end Canada being beyond its means—they'd murmur some disconcerting remarks about the complications facing Canada and disaster for the CCF. Canadians have elected leaders from Trudeau to Mulroney, action then and then back against them. This passing the buck can't hold forever. One can't keep outsourcing leaders and their policies, then, when reaping the dire consequences of those policies, mean "betrayed."

This analysis of mine is a halfhearted, or at least a thirdhearted. One-fifth of Canadians actually did vote for real change when they marked their ballots for the Quebecers and the Reform party. The Bloc, mind you, has come to compare with European politics as it spread total plutocracy motivated by education and ethnic factors. But the Reform party, which took nearly one-third of the vote outside Quebec, is something to be optimistic about. This is a party that, essentially, is a small-c conservative party and if it grows and develops, we are halfway to becoming a mature country.

The other half is to see the Liberal party transformed into a small-l liberal party. I haven't much hope in Jean Chretien will do that (let alone understand it), nor that he will have the courage to undertake the policies necessary to run this country. Unless he has done a quick jog down the road to Ottawa, as it is a nice fellow with some pretty nasty ideas about an interventionist state. I hope I'm dead wrong, but that better term is that he will be a complete disaster and destroy his party just as Coughlin destroyed hers. There would then be no one left to blame, and the old order would finally crash. That would be the next necessary step to truly reconstituting the politics of this country. In my view, what we would then need are the fiscal and social policies of Preston Manning, the constitutional stance of Pierre Trudeau, and the justice policies of Brian Mulroney.

Still, there's always a silver lining to bad news. A choroid lecturer at London told me recently how well his American friend is doing, republishing Canadian longish debt and selling it to overseas Chinese. "We love Canada," he said. "They're not in debt, will be back here to get to pay it and then look kindly upon investors who buy up their bonds and spend Canadian passports." Good to know Canadian companies and saving people off-

# TILTING RIGHT

## PRO-BUSINESS LIBERALS TAKE KEY POSTS IN THE NEW CABINET

**J**us Chretien, Canada's 20th Prime Minister, the north Quebec and english Liberal to hold the post allowed himself a few lighter moments last week as he and members of his new government took the oath of office at Rideau Hall. "Give me a break," he mused, smiling, as he pressed him for immediate answers to the many questions that circled his government. "I've been Prime Minister for an hour and 45 minutes." But beyond the banter, the mood was remarkably somber as the Liberals reclaimed the power they have wielded for 71 of the past 106 years. Neither Chretien nor the 38 men and four women he selected to serve with him in cabinet underestimated the task that lay ahead: the deficit, unemployment, the lack of public trust in public institutions and a host of other challenges—none pressing more.

At 23 ministers, the cabinet is smaller than the one Jim Campbell put together a little more than four months ago. With Montreal's Paul Martin at Finance, Toronto's Roy MacLaren at Trade and Ottawa's John Manley at Industry, the party's government wing has firm control over the key economic portfolios. Only five of the new ministers come from the large and influential crop of Liberal MPs first elected on Oct. 25. It is as a cabinet where political experience counts heavily in a gesture to new MPs who might be put out by not being invited to the inner circle immediately. Chretien said that it is no use to serve time on the back benches. The new Prime Minister recalled that he started there—saw look where he ended up.

Tenure or no tenure, few of Chretien's ministers could be anything but acutely aware of the country's structural mood, the undercurrents of hope and fear that lie at the new government. Having elected



Chretien surrounded by new ministers: the big show will not be new

the Liberals to govern were again, many Canadians seem to hope almost against hope that Chretien and his ministers can solve—or at least begin to solve—the country's problems. At the same time, though, there is anxiety that the problems defy solution. Pierre Trudeau and John Turner were in the audience as the new cabinet took the oath of office in the ballroom at Rideau Hall—the two former prime ministers jostling cautiously to find successes that were

made the Liberals seem like Canada's usual government party. But whether Chretien's Liberals can secure that status soon again depends very much on how his government performs.

There were changes of style and suit stance right from the start. Mitchell Sharp, a Progressive Reform cabinet minister and Chretien's first Ottawa mentor, retired a quiet statesman in public service by becoming the first 64-year man in decades as an adviser on

ethics and other issues (page 18). The eight junior ministers will do without business suits and receive only three-quarters of a cabinet minister's salary of \$146,645 (in addition to their 107% pay raise and tax-free allowance). The number of ministerial aides was cut from as high as 30 per cabinet member under the Tories to a maximum of 10 in a new day. Liberals will now save \$30 million a year. Chretien, the highly paid aide from the Mulroney years who directed ministerial offices, ran interference with the bureaucracy and handled critics with lobbyists, was eloquent. Another important change, said Chretien, will be that on many issues, decisions will come from his ministers, not from him. "The big show will not be new," he said. "That would be a distinct break from the inept style favored by Trudeau, and, in particular, by Brian Mulroney."

The government's first act—as expected—was to short the purchase of new military helicopters (page 10). But even before taking office, Chretien was working on two other files. Longtime aide Tedrick Goldring, now senior policy adviser in the Prime Minister's Office, was dealing with American officials on the North American Free Trade Agreement, making sure that Washington was informed about the Liberal's concerns on trade in advance of a key vote on the deal in the U.S. Congress next week. And Robert Manion, a former Ontario treasurer and Liberal stalwart, was reviewing the planned privatization of Toronto's Power International Airport.

One of Chretien's central concerns was to assure a sense of integrity and continuity to new years of Trudeau. The resignations of 10 Conservative ministers in a series of scandals and revelations of widespread patronage deeply damaged the Mulroney government's strong values. How best to restore integrity has been a matter of debate in Liberal circles. Manion's plan involved three Liberal MPs pressing for the appointment of

a special prosecutor to go through the files left behind by Conservative ministers looking for evidence of wrongdoing. So extensive were the Tories' ministers' claims on senior Liberal staff that every time a file is opened, "a bit has to fly out." In another departure from Tony Blair, Chretien's new patronage chart will start with the ministerial secretary and go through "A" and "B" lists of staff. "I find it very disappointing that this position is known as the patronage position," said Deputy Collector, who as Chretien's director of appointments is the person who keeps track of the thousands of jobs filed by cabinet offices. "The system itself and the appointments themselves are there to serve Canadians." Like the short-lived Campbell administration, Chretien's government promised to look for the best-qualified people rather than party loyalists to fill jobs. Goldring, a lawyer who ran the party's treasury during the campaign, is named to new Defense Minister David Collette, together they form what is now Ottawa's most powerful political couple after Chretien and his wife, Alice.

Ministers who make serious mistakes will lose their jobs, Chretien said. But having said that, he took steps to give himself a reputation as a politician. That effort is to continue this week with a training session for ministers that will stress the benefits of workplace closely with bureaucrats. With the benefit of experience in most senior departments during the Trudeau years, Chretien believes that one of the biggest mistakes the Tories made was to isolate ministers from their departments while viewing the public service as the enemy.

Moves to prevent mistakes began even before the cabinet was formed. Every potential minister had to sit down for a 45-minute grilling at the hands of Sharp and Manion. An Ottawa lawyer and former executive assistant to Trudeau, Sharp would say only that the confidential files covered the ethical waterfront and refused to reveal whether anyone had filed the report. But Medy Pry, a doctor who declined Campbell's offer to become minister, was eliminated as a potential minister after the B.C. College of Physicians and Surgeons recommended her for changing the name on a prescription. Until that happened, she had been considered a sure choice.

Much of the cabinetmaking was done by Sunday night, Oct. 31, well in advance of Thursday's installation day, when Campbell formally turned over the keys to the government and the quavering voice around at 34 Sussex Drive. Getting a finance minister was Chretien's biggest chase, a four-day hunt for a man with the Montreal background, who criticized the party leadership in 1990, wanted the industry portfolio. Manion advocates an industrial policy to reinvigorate the private sector and, according to associates, sees himself in some ways as a latter-day C. D. Howe. The powerful chief economist since the 1970s and 1970s, Howe, who served as cabinet along

### A BIZMAN'S PROTEST

A Toronto man who is dying from emphysema, who has been diagnosed as having as low as 10% of his lungs' capacity, is taking several members of the media to witness his suicide. Elmer Knickhahn, a 50-year-old former iron worker, said he wanted to make his death a public event to protest a recent Supreme Court of Canada decision against doctor-assisted suicide. Only one reporter, Ian Harvey of The Toronto Star, agreed to enter Knickhahn's apartment; several others gathered in the lobby of his apartment building. Denying the media circus that he helped to create, Knickhahn postponed the suicide. He said he now intends to end his life in private.

### THE RIGHT TO INFORM

The Canadian Association of Police Chiefs, meeting in Ottawa, demanded that the provinces give them the right to know the public sector where they are hired or are released from jail. The chiefs said that the safety of the community supersedes the right to privacy of offenders.

### BOWING OUT

Katie Bell, 35, is resigning as chief of the troubled line community at Delta Lake, Labrador, citing exhaustion and depression over unsuccessful negotiations with the federal and Newfoundland governments over moving the village to a new site about 15 km away from its present location. The Delta Lake, who have been devastated by poverty, alcohol abuse and teenage suicides, say that the new site would give them better access to wildlife and modern community services.

### SEXUALLY HARASSING DOCTORS

In a survey conducted by the Medical Post, a third of Canadian doctors claimed to have been sexually harassed by a patient. According to the poll of 2,000 doctors, almost an equal proportion of male and female doctors said that they had been propositioned by patients.

### CANADA ENTERS THE NBA

Toronto will be home to a National Basketball Association franchise starting in 1995-1996. The 37 governors of the NBA voted unanimously in rubber-stamping the recommendation of the league's expansion committee and to accept the bid by a Toronto business consortium, which will pay the NBA a \$125-million entrance fee. A Vancouver business group will learn within 30 to 45 days whether it had bid for an NBA franchise will be approved.

with Martin's father, Paul Sr., helped to lay the groundwork for Canada's poorest basic. Christen prevailed in part by telling Martin that the cause of national unity demanded a florid biological science manner. "A prime minister can be very persuasive," Martin allowed. The science manner will also have responsibility for regional development in cities, federal leaders believe. That will be a key part of the government's drive to help the provincial Liberals defeat the separatist Parti Québécois, coalition to the Bloc Québécois that will form the official Opposition when Parliament begins sitting in January.

Martin faces perhaps the stiffest test of any minister he will have to give up a deficit that may reach \$40 billion, not the \$23.6 billion estimated in the last Tory budget in April. He must also decide whether to set out the direction of Liberal economic thinking in a December financial statement or wait until his first budget, early next year. And he has to decide whether to reappoint John Crow as governor of the Bank of Canada before his seven-year term expires on Jan. 31. In Opposition, the Liberals strongly opposed Crow and his tough neo-conservative policies, but their attitude became more muted in recent months as the bank eased up on interest rates in an attempt to breathe life into the faltering recovery. The business community has already turned Crow's future into a key test of Liberal intentions. "John Crow is a national asset," stressed Ted Newell, chairman of the Business Council on National Issues.

The cabinet shuffle was easy prey for critics, so it is overwhelmingly male and exclusively white. Christen's promises that it would look a lot like the country sent by the boards is he opted instead for people he knows well and feels comfortable with. It is a cabinet reflecting hard choices, he said, and "it was not possible to meet all the demands I had." And if there are not enough Quebecers (Dine) or British Columbians (John Vidinich's David Johnston at Revenue), the old political reality is that voters in those provinces cast their ballots mainly for the Bloc or Reform.

In the end, the government will be measured not on its first days but on how well it settles the economic public hunger for change. "Canadian want a new kind of politics," said Dennis Daube of the Economics journal in Toronto. "Although I perceived a different way of doing politics but did not succeed—losing her own seat and every other Tory seat as the last one was. Waiting for the wings if the Liberals can't get it right this time, she returns like John Horgan, a Saskatchewan farmer and now left-wing says that Canadians voted Liberal in the last few years. "It doesn't change, there's going to be a lot of hostile criticism," he warned last week. That public mood means the new chance for Christen's Liberals could be the last chance for the traditional parties to show that they can deliver.

WARREN CUMMINGS with ANTHONY RIZZO, SMITH & KAYE PLATTIN and JANEY BROWN in Ottawa and MARY DUNNAN in Toronto

## OTTAWA'S ODD COUPLE

On his last night at Stormovoy, the official Opposition leader's residence in Ottawa, John Christen bawled good-naturedly over meeting with his longtime political mentor. Over drinks, Christen told 69-year-old Marshall Sharp that he wanted him to serve as a personal adviser working out of an office near to the Prime Minister's offices in Parliament Hill. Christen argued that Sharp—a

board between the two political colleagues—a relationship that spans nearly three decades. Publicly, Christen prides Sharp, a longtime mentor, businessman and former cabinet member, for helping to transform an unpolished outcast MP from Stormovoy, Que., into a seasoned politician with more robust portfolios in his credit. From the beginning, they were Ottawa's odd couple, the patron and the populist.

In 1980, Sharp, then the fiscally conservative Liberal finance minister under Pearson, took Christen, then a rookie MP, under his wing as his parliamentary secretary. Later, as Trudeau's external affairs minister, Sharp privately pushed Christen's career each time a cabinet post came open. When Christen quit politics for four years in 1986, Sharp, who had left public life in 1978, found him a job as a consultant to the Toronto brokerage firm Gordon, Brown, in addition to his Ottawa law practice. "He was always there for me," Christen said last week. "Now he'll be available to others as a resource."

Until recently, few knew the full extent of Sharp's influence. Privately, Christen has relied on his mentor's reactions to almost every major decision he has made since he was the Liberal leadership in 1990. It was Sharp who urged Christen to work on his troubled English—particularly during one-on-one conversations. And it was Sharp's advice, spoken but incisive, that Christen most often sought at the end of each campaign day.

In yet another twist to his former protégé, Sharp last week helped to secure a potential cabinet minister, selecting them discreetly through his private recruitment office in downtown Ottawa before verbally reporting his findings to Christen to avoid a paper trail. "I resolved after he became leader that I would never go to him with advice," Sharp told McDowall. "I'd be wanted to talk to me, that was fine." That arrangement is more to change. In appointing a lifetime godfather to the entire Liberal government, Christen has also established a trusted ally down the hall.

R. KAYE FLEISCH in Ottawa



Sharp: the patron and the populist

figure of Liberal cabinets under former prime ministers Lester Pearson and Pierre Trudeau during the 1960s and 1970s—was named as one of the new government as well as a guardian of the party's election vow to restore integrity to politics. The offer proved acceptable to Sharp, but on one condition: that he receive no pay. "I'll have about one dollar a year," suggested Christen, recalling the token salary paid to 285 successful businessmen who served the federal government during the Second World War. "Those are wartime prices," retorted Sharp. "Make it five." Christen studied his former boss. "No," he said firmly. "It's one or nothing."

That light-hearted exchange offers a revealing glimpse into the quibbling

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# 'We are not blinking'

When Alberta social-assistance recipients learned in September that their individual monthly welfare cheques would be slashed to \$384 from \$450, hundreds of them called their cross-workers to complain. But instead of con-

**Alberta Tories pursue fiscal restraint with a vengeance**

vention, the callers were greeted with a severely worded taped message: "Due to government budget cuts your amount is correct. If your message is registered your reduced cheque. I will not be responsible." The blunt nature of that recording symbolizes the single-minded way that Conservative Premier Ralph Klein's government is pursuing its campaign pledge to eliminate Alberta's \$3.9-billion budget deficit within the next four years. The poor, the sick and the elderly bore the brunt of the initial round of spending cuts that the provincial Tories introduced after winning re-election in June. Now, with much larger cuts to health care and education budgets proposed for the coming months, thousands of Albertans—including many junior high and high-school students—are taking to the

streets in a series of noisy demonstrations. So far, at least, those protests have left the Tories largely unmoved. "We have a plan and we have a target," deputy premier Ken Skowronek told the Alberta legislature last week. "And we are not blinking."

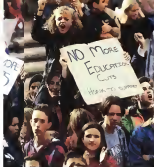
The turmoil in Alberta reflects a larger debate across the country. In the recent federal election campaign, all five major political parties stressed the need to get Ottawa's own fiscal house in order. In provincial capitals from Victoria to St. John's, Nfld., finance ministers began down-  
size gloomy budgets after another, slashing spending and rais-

ing taxes in an often vain attempt to simply stem the tide of growth in provincial debt. But nowhere is the cause embraced with greater ideological fervor than in Alberta, which is also home to Canada's most serious debt crusader, Reform party leader Preston Manning. "Albertans act as a strong voice on June 15 and Oct. 25," says provincial Treasurer Jim Dinning, referring to his party's successful re-election campaign and the fact that the Reform party

swapt 23 of Alberta's 36 federal seats in last month's national campaign. "They want reduced government, less spending and to get the budget back on track without raising taxes."

To that end, the Alberta Tories are leaving few sacred cows unharmed. Within the next four years, they want to reduce the number of provincial civil servants to less than 35,000 from the current 38,000; they also hope to reduce the provincial welfare rolls to about 45,000 from 81,000 recipients. Over the same period, they intend to cut provincial expenditures by a total of \$2.3 billion. That will entail a 30-per-cent across-the-board cut from all departments, including the crucial areas of health, education and social services that comprise three-quarters of the government's \$13.4-billion operating budget. They are also slicing all 70,000 public sector employees, including municipal, university and hospital workers, to accept a two-per-cent wage rollback by Nov. 23. Failure to do so, warns the government, could lead to massive layoffs.

Under many other provincial finance ministers, Alberta's Dinning stands out. He flatly rejects critics' suggestions that he should introduce a sales tax or hike high-



Student protesters reflecting a national debate

come earners to pay more. Dinning counters that Alberta—which is the only province without a sales tax and boasts the lowest income tax rates in Canada—has a competitive advantage over other provinces in attracting investors. "The quirk fix is taxation and

more of it," he says. "That is not the route we are going to take."

The spending restrictions imposed so far are relatively modest—but they are already starting to be felt. A \$60 million reduction in the province's health care budget has led to the closure of over 300 hospital beds. It has also meant losing a number of medical services and benefits—including reduced bedside care and diagnostic tests in hospitals. Among those affected is Calgary senior citizen Josephine Bacella, who must receive regular physiotherapy treatments following a hip replacement operation in March. Prior to the budget cuts, all such services were paid for by the province. But as of Nov. 15 the provincial coverage is limited to a maximum of \$250 annually—which could leave Bacella owing nearly \$2,000. "I would like to see the premier backed out," she says.

All he knows is how to cut."

Such sentiments are bound to spread as the reality of Alberta's deficit-cutting exercise begins to sink in. In recent weeks, Klein's government has faced a storm of protest over its plan to reduce the education

budget by \$389 million by next March. Although the cuts remain unspecified, Education Minister Halvor Jensen issued a handbook—dubbed by its critics "The Little Shoppers List of Blisters"—which outlined programs that might be on the chopping block. These included English classes for unacceptably violent low-SES physical education students, field trips and hot lunches. On Oct. 28 about 2,500 junior and senior high-school students in Calgary streamed out of class and marched, with police escort, to a demonstration outside provincial offices in downtown Calgary. The following day, about 1,000 students stormed the provincial legislature in Edmonton, banging on the doors and shouting, "Cut Ralph's pay."

Setting up a political operation, Alberta's Opposition Liberals spent \$50,000 last week on full-page advertisements in newspapers across the province urging parents to "tell Ralph Klein to take your kids' names off his list!" Liberal Leader Laurence Decore said that the ad campaign was necessary "because we see a premier, a cabinet and a city can say they're not going to blink." Added Decore: "We're going to make them blink." Whatever the success of that campaign, recent events already show that, even in Alberta, fiscal restraint is often easier to preach than it is to practice.

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# Tragedy for a heavyweight

Boring legend George Chuvalo is beset by family disasters

After 97 professional fights, former Canadian heavyweight champion George Chuvalo will always be remembered for one remarkable achievement—he was never knocked off his feet. In 1966, he emerged as a national hero when he became the first fighter ever to last 10 rounds against the legendary world champion Muhammad Ali. But since his retirement in 1973, Chuvalo now 55, has suffered a series of personal tragedies. In 1985, his 29-year-old son Jesse, who trained at Chuvalo's family home in Scarborough, Ontario, died in the family home at his father's home. His sons George Lee and Steven became addicted to heroin. In 1987, as a diabetic had to find drugs, they robbed three pharmacies. But last week, he died of a heart attack, the most crushing one-two punch of all. First, George



Chuvalo with wife Lynne: "Where do you go when you die?"

Lee, 30, died in his Toronto hotel room from an overdose of heroin. Then, a few days later, Chuvalo's grandchild, son, Lynne, 30, apparently committed suicide at their home after taking an overdose of sleeping pills. The former champion told Maclean's that he has been devastated. "I just lost my wife and son," said Chuvalo, his voice trembling. "I don't know where you go from here. Where do

you go when you die?" In many ways, Chuvalo's life reads like a Hollywood tragedy. When he was 15 years old, Chuvalo quit school to work in the same shagbierhouse as his father. Three years later, he launched his professional boxing career when he knocked out four men in one night in a special event at Toronto's Maple Leaf Gardens. He became Canadian champion in 1968, and held the title virtually uninterrupted until 1973. But like so many fighters before him, he had little to show for the prizefighting he had absorbed. "He didn't leave much money," said Marian Greenberg, a close friend of the Chuvalo family.

Shortly after his retirement, the former champion unsuccessfully tried to start a chain of nightclubs. He also tried his hand at real estate. But by last January, his finances had become so dire that he was in a Toronto apartment building, claimed that Chuvalo had been kind to loan them out to make way for co-owners. Chuvalo had drained the account. But he admitted at the time that he was in dire financial straits.

As Chuvalo struggled, his sons George Lee and Steven, now 35, were on their way to prison with Greenberg told Maclean's that the pair were unable to handle the pressure of being the sons of a well-known fighter. Following the drugstore robbery in 1982, police found the two men passed out on the sidewalk. While Steven was sentenced to 10 months in prison and George to 30 months, Chuvalo never forgave his sons. "He was always there for them," said Greenberg.

Like her Lynne was a mother. She disapproved of her husband's career—according to Greenberg, the pair were angry. While she remained close to daughter Victoria, 25, who has just graduated from university, and son Michael, 34, who has a master's degree in education, her relationship with George Lee and Steven grew strained. Greenberg said, "Lynne was an outstanding individual. The last few years were not so well-documented."

Greenberg is now terribly worried about his old friend. "I don't know where he'll go after this devastation," he said. "He has been hit with the hardest blows in the ring and outside of the ring." But so he always did in his fights, the former champion told Maclean's that he is going to keep moving forward. Said Chuvalo, "I just want to take care of my family." The fight continues.

TOM PENNELL

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# IN COLD BLOOD

For all its outward gentility, Britain has been home to some truly horrific crimes. The list of criminals includes the 19th-century serial killer Jack the Ripper, child murderers Myra Hindley and Ian Brady in the 1960s, and Peter Sutcliffe, who between 1975 and 1980 butchered more than a dozen women. Last week, a murder trial unlike any other opened in an eight-part courtroom in the northwest town of Preston. Two 11-year-old schoolboys sat in the prisoner's dock, accused of kidnapping and murdering a 10-year-old. Liverpool toddler James Bulger in February. As Crown Prosecutor Richard Ingebyers revealed the disturbing details of the case for the first time, people everywhere, associate with a vicious, murderous act like such a final could happen. Typical of those who followed the case closely, one Thelma Duford, an au-pair student in London, wrote: "What kind of society is it, where a 11-year-old boy can be indicted?" he asked "nature's own cruelty is appalling that you cannot keep boys to themselves, and a murdered—quite possibly by children who were themselves barely out of their infancy?"

That question may never be answered satisfactorily. But the crime seems extraordinary. James Bulger's grisly murder reflects every parent's nightmare: A high-spirited, fun-loving boy, disappeared from his mother's side on Feb. 12 at a shopping center in Bootle, a rough section of Liverpool after she momentarily left him out of her sight while buying sausages. After an exhaustive search, his mutilated corpse was found on Valentine's Day on a railway embankment about five kilometers from the wall. According to police, the toddler died of multiple blunt force injuries to the head. "This body, carried from the most downy, most

pushed onto the railroad tracks where it was sliced in two by a passing train."

Aided by footage from a small security camera that showed the toddler in the company of two other children, police arrested two boys, then 10, on Feb. 18—and charged them with Bulger's abduction and murder. Four days later, the boys—who under British law cannot be identified—made their first court appearance. After six minutes before Magistrate in Bootle, they were whisked away in separate squadrons via order police escort. An angry mob of about 300 people threw rocks and eggs, shouting "horrific" and "let us have them." Authorities have decided to move the trial to nearby Preston, 59 km north, as the grounds that police suggest are far from Liverpool's reputation—and potentially dangerous.

Under British law, children between 10 and 15 can be charged of criminal offenses only if the prosecution proves "beyond reasonable doubt" to which case they can be detained "at Her Majesty's pleasure." (In Canada, children no

## TWO BRITISH SCHOOLBOYS GO ON TRIAL FOR THE MURDER OF A TODDLER



dier 12 cannot be held criminally responsible.) Last week, Herbyers argued that the boys understood the gravity of their actions. "These crimes," the prosecutor claimed, "are most obviously seriously wrong, obvious not only to a 10-year-old but to a child half that age." He added that the second boy can be referred to outside the courtroom, only as Child A and Child B, had a "broad capacity to tell lies."

Herbyers read from police statements in which the boys blamed each other for the toddler's death. "We took him to the railway track and started hitting him with a big steel coil knocked him out," Child B confessed to police. Later, however, he claimed that the attack was Child A's idea, and that he had played only a secondary role in the beating. Child A, meanwhile, admitted to police that he was present at the murder scene. Herbyers said, but denied any part in the violence. "He [Child B] picked up a big metal coil that had been in it and hit him on the head," Child A told detectives. "I was trying to see if the boy was still alive



Security camera pictures showing James Bulger (inset) being led out of the multi-murder scene (below): every parent's nightmare

but he did not move. I got my ear against his belly but he was not breathing." Aided by police, why he did not try to stop his companion, Child A offered a chilling reply. "I was trying," he said. "I asked him why he did it and he said he'd hit him."

The Crown last week called the first of 27 people who claim to have seen the two boys dragging, pushing or pulling James through Liverpool's streets. According to the prosecution, some of the bystanders attempted to intervene, only to be told that James was a youngster's brother or a lost child that they were taking to police. The jury also watched a recording 10-minute video, made up of stills from state security cameras taken at intervals of two or three seconds that show the defendants walking out of the mall with the toddler while his mother, Denise—who is now eight months pregnant with her second child—searched desperately for him.

Because they cannot be identified, the backgrounds of the boys are uncertain, but commentators throughout Britain have noted that Liverpool, a city notorious for its high unemployment and poverty in a broadening ground for antisocial behavior, A 1991 survey of the city found that 41 per cent of

all households live in poverty. "We have to get a moral grip on the moral generation," said A. R. Halsey, sociology professor at Oxford University. "What should be easier to acknowledge is that children of parents who do not take on personal and long-term responsibility for their social upbringing are thereby disadvantaged in a long-term life."

The two boys, each with collar-length dark hair, dressed casually in court last week. Child A showed little emotion but looked thoughtful as a young mother accused the pair of trying to take their own two-year-old son as a lost child. Child B, however, was clearly restless, his head as a social worker's shoulder and signed his name with fingers. At one point he called out "Daddy, Daddy," to his father, who was sitting in the courtroom. The case that has shocked Britons and foreigners alike is expected to take another three weeks to hear. All the while, four white plaster children will pass consecutively down the proceedings from the vaulted ceiling of the Victorian courtroom.

SCOTT STEELE with Joe Muller in London

## World Notes

### CALIFORNIA INFERNOS

Los Angeles Mayor Richard Riordan declared a state of emergency as fresh wildfires raged through the exclusive Malibu beach colony and swept close to the city limits. The new fires, which were lit by high winds, followed nearly a week of blazes that destroyed at least 300 homes and charred more than 300,000 acres from Los Angeles to the Mexican border. Police suggested arson was responsible for the latest outbreak, which killed at least three people.

### A UNITED EUROPE

Following a two-year battle for approval, the Maastricht Treaty on closer European union came quickly into effect on Nov. 1. Among other things, it provides the 12-member European Community with the goals of creating a single currency by the end of the century and forming common foreign and security policies.

### UPSET IN JERUSALEM

In a municipal election widely viewed as a referendum on Middle East peace, a Jewish former Likud cabinet minister, Eliahu Olmert, defeated outgoing Jerusalem mayor Teddy Kollek. Since he was first elected mayor in 1985, Kollek, 82, has encouraged peaceful coexistence between Jews and Arabs. Olmert, 48, opposes the 1990 peace agreement, which calls for Palestinian autonomy in the occupied West Bank and Gaza Strip.

### SINAIATOR SUPPLEMENTED

The U.S. Senate voted 89 to 6 to seek court endorsement of an effort to continue negotiations for the peace talks of Israel and Egypt. The move has been accused of making toward both of advances to more than two dozen women over several years. The Oregon Republican has reportedly taken some actions of sexual harassment, and attempts to close a job for his wife.

### NEW ZEALAND'S MONARCHY

New Zealand's governing National party has lost its parliamentary majority. Last election, results showed the National party won 56 seats. Later 46 seats and major parties, the Alliance and New Zealand First, two seats each. The Parliament (95 seats) and a small new government must now be formed. Voters also approved a proposal to change the current electoral system to make it easier for small parties to enter Parliament.





## THE UNITED STATES

# Republican revenge

Incumbents face the wrath of angry voters

Racing neck and neck with his Republican opponent three days before the Nov. 2 election, New York City Mayor Rudy Giuliani tried the tactic of momentum to win the contest in the final lap. Arguing in the city's large gay population, Giuliani declared that the current government would curtail health benefits to the domestic partners of its uninsured employees, including homosexuals. Then, attempting to steal another thunder from his low-income road, the Democratic mayor announced plans to hire 400 additional Housing Authority officers to patrol the city's 180 most crime-ridden housing projects. But the tactics failed. Rudolph Giuliani, a tough-talking former federal prosecutor, was won with 51 per cent of the vote, doubling Clinton's district of another term in New York's first black mayor.

Giuliani's victory was one of three big-seat government last week for President Bill Clinton. In New Jersey, Republican Christine

Whitman, a political novice, edged out Democratic Gov. James Florio. And Virginia voters chose former congresswoman George Allen as their state's first Republican governor in 12 years, replacing a bid by Attorney General M. S. Terry to keep the statehouse in Democratic hands following the retirement of Gov. Douglas Wilder. Although the contests in New York City, New Jersey and Virginia were fought largely on local issues and personalities, Clinton's tie to Giuliani followed the retirement of Gov. Douglas Wilder. Although the contests in New York City, New Jersey and Virginia were fought largely on local issues and personalities, Clinton's tie to Giuliani followed the retirement of Gov. Douglas Wilder.

Clinton's victory was one of three big-seat government last week for President Bill Clinton. In New Jersey, Republican Christine

Minority Leader Robert Dole said that the Democrats' losses were a good omen for Republicans in next year's mid-term elections, when all 535 seats in the House of Representatives will be up for grabs, along with 34 Senate seats and 36 governorships. "The President was out there campaigning and the people he supported all lost," Dole told Marlene. "That's the message in the next year. I have to believe we will do very, very well."

In fact, the election results appeared to be part of a continent-wide reviv against incumbency. Following in Canada Oct. 25 federal election, in which the governing Conservatives were reduced to two seats from 183 seats, Republican political analyst Kevin Phillips said that Canadian and American voters alike are demonstrating "a remarkable level of contempt, and the burden of their contempt aims against whoever is in office." House Speaker Thomas Foley agreed, adding that the backlash is as much a threat to Republicans as to Democrats. "More than ever, voters are going to have to prove themselves on all of the issues," last week, Clinton added to calm jittery congressmen who expressed fears that voters could punish them if they support the controversial North American Free Trade Agreement, which faces votes in the House and Senate next week. In another warning to incumbents, voters in Mexico and New York City endorsed term limits on politicians. New Jersey voters, meanwhile, gave the governors the power to recall state officials in mid-term.

For Giuliani, who lost to Clinton in a close 1990 election, victory may prove bitter-sweet. After a hard-fought campaign that at times took a racial overtones, he must overcome the mistrust of blacks and Hispanics, who voted overwhelmingly for Clinton. When Giuliani takes office on Jan. 1, he will face a budget deficit of \$620 million. That will make it hard for him to keep his campaign pledge of lower taxes. Meanwhile, a promised crackdown on crime—city police showed it to be the voters' "number one" concern—will have to be carried out at the same time that Giuliani tackles the politically sensitive task of paring down the city's 200,000-member bureaucracy. Said Chris McNelis, author of a study at New York City's municipal politics. "Giuliani says he wants more efficient government, which implies cuts of some sort. But he won't double the cuts so that there's some sort of falling disproportionately on the people he's rooting out to." As one of Clinton's campaign slogans warned: "It's a mess city—we don't need a mess mayor."

Andrew Felski and William Lowmyer in Washington



Giuliani: a hometown win

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ROYAL BANK

# THE PROFIT PUZZLE

## A JUMP IN CORPORATE EARNINGS MASKS SOME DISTURBING TRENDS

Steel industry in Vancouver: father-son duo generated prosperity by downsizing, layoffs and cost sales

**A**t Hamilton's giant Dofasco Inc. and nearby the company made its "Star product" in steel, not strength in people. But a deep economic recession and increased global competition in the steel industry have forced Dofasco president John Mayberry to make some hard decisions. Only by restructuring, steadily reducing staff and spending massively on new equipment, he concluded, would his company survive. In fact in 1995, during the recession, Dofasco concluded a \$60-million modernization program that had begun a decade earlier. And two weeks ago, the changes paid off when Dofasco announced a third-quarter profit of \$62 million—its first since early 1995—as well as the elimination of 750 more jobs. Like Dofasco, dozens of Canadian firms,

which have had to restructure and modernize during the recession, are hoping that 2004 will bring a return to healthy profits. For the moment, though, Canada's economy is barely growing, and a new survey shows that while third-quarter corporate profits are up, they increased only marginally. Still, Mayberry is optimistic. "We have repositioned ourselves for the year 2006," he said.

In fact, the profit increases resulted a number of disturbing economic trends. Most of the profits were generated primarily by downsizing, layoffs and asset sales. In a report released last month, the Bank of Nova Scotia concluded that national output is still declining in four out of 10 sectors it surveyed. And National Bank, an economist with Toronto's *University of Toronto* World Ltd. in Toronto, said

that the Canadian economy may be stagnant. While many of the country's largest companies have undergone a painful restructuring and are in a position to expand, they can only do so when consumers start buying their products. Consumers, in turn, are waiting for industry to start building confidence by hiring new workers. Bata says that if that standard does not cut out, soon profits will slump in 2004 and Canada will remain mired in a painfully slow recovery. "It's a catch-22 situation," Bata said. "Employers won't employ people unless they are making money. But they are not going to make money because people are unemployed."

The sluggish pace of the Canadian economic recovery was clearly reflected last week in a major poll of 304 Canadian compa-

nies released by Toronto-based Dave Jones Canada Inc. The third survey of last quarter ended with a third-quarter combined profit of \$844.1 million, but that was only 3.7 per cent higher than in the same period last year. Of these firms, 73 reported no growth earnings, while 28 posted losses. Other statistics also paint a cloudy picture. The Ottawa-based Conference Board of Canada now projects that Canada's real gross domestic product (GDP) will grow by 2.4 per cent in 2003, down from its forecast of 2.6 per cent in August. "In a good recovery year we should see real GDP growth of 4.5 per cent," said James Frank, the board's vice-president and chief economist. "Even our growth projections of three per cent in 1994 may be optimistic."

Still, there are bright spots in some sectors. The beleaguered Canadian steel industry is one. Dofasco's third-quarter profit of \$62 million was up from a loss of \$14.7 million a year earlier. And Stelco Inc. of Hamilton recorded a paperthin profit of \$2 million, compared with a loss of \$28 million during the same period in the previous year. Even troubled Alcan Steel Inc. of Sault Ste. Marie, Ont., earned a slim \$14.9-million profit, although most of it resulted from asset sales. Jay Gordon, a steel analyst with the Toronto investment firm Creditline Securities Ltd., said that if the steel industry is to remain healthy in 2004, the Canadian dollar will have to stay in the 70-cent (U.S.) range, exports will have to increase and the economy will have to keep growing. "If one of these conditions aren't met," added Gordon, "we've got major problems."

The retail, manufacturing and forestry sectors, traditionally the engines of economic growth in Canada, posted mixed third-quarter results. Eight major companies in the survey, including Vancouver-based Costco Ltd. and Toys "R Us, reported a combined profit of \$84.5 million, down 68 per cent from a year earlier. World metal and mineral prices are at their lowest levels in a decade, forcing iron and other Canadian producers to slash production. In the forestry sector, higher lumber prices in the third quarter pushed profits to \$22.4 million, up from a loss of \$180.8 million during the same period last

year, but that profit was down \$84.7 million from second-quarter figures. In the critical automobile industry, Ford Motor Co. of Canada lost \$113.8 million in the third quarter of 1999 compared to a \$20.6-million loss during the same period last year. However, after increasing its U.S. profit loss, consumer goods manufacturers in the survey reported a 15-per-cent rise in profits.

But the data overall paints a picture of uncertainty—what many economists already know—that it likely will be a long time before they share in the fruits of the recovery. In fact, Alan Grogan, assistant chief economist at the Bank of Nova Scotia in Toronto, says that the current downturn in retailing will behind the pace of previous recoveries. According to Statistics Canada, only of the 400 stores surveyed had recorded double-digit growth this year. By contrast, after the 1982 recession, nearly every major industry grew at rates above 10 per cent. Added Grogan: "Even the industries that are growing are all waiting at a much slower rate than usual."

And the pace of the economy, most analysts say, is not likely to pick up anytime soon. Duncan Hartley's Bank and that before the recovery enters its second year, rates will have to increase globally. But with the economies of the United States, Europe and Japan barely growing, he said, there is little chance that Canadian profits will soon recover.

If there is a large-scale expected upturn in the world economy, however, most economists agree that the results of Canadian companies could take off. North American economic and portfolio strategists with the Toronto investment firm Nesbitt Thomson Inc. said that because of cost cutting and restructuring, Canadian companies are now among the most productive in the world. They could boost their profits by 30 to 25 per cent in 1994, he added—if the world economy grows. And he saw some reasons to be optimistic. "Exports have been running in the double-digit rates," said Johnson.

The auto sector could be the key to generating higher Canadian profits in 1994. Dofasco's DesRosiers, president of DesRosiers Automotive Consultants Inc. in Toronto, said that North American automobile manufacturers have been investing heavily in modernizing their Canadian operations. Vehicle and parts manufacturers are investing more than \$5.5 billion in their Canadian operations annually for the past eight years. As a result, DesRosiers says that the industry could build substantially more North American-made cars in the 1990s. That production alone could put Canada out of its economic slump.

The auto industry is expanding its activity, said DesRosiers. "The auto sector has the potential of taking the Canadian economy by the scruff of the neck and pulling it to its feet again," he says. But he has to wait to see if that comes, and, and they see signs of economic stability, profits for Canada's major manufacturers are unlikely to climb much higher.

TIM FENNELL

## Business Notes

### NATFA IN THE BALANCE

U.S. President Bill Clinton sent legislation to Congress seeking implementation of the North American Free Trade Agreement (NAFTA). That gave Congress two weeks to review the bill, before the House of Representatives votes on Nov. 27 and the Senate a day later. Currently, the White House backs a majority in favor of the deal and expects approval of NAFTA. Clinton said that they only need to swing about 33 undecided House members their way to squeak it.

### BANKS CUT MORTGAGE RATES

Canada's major banks and trust companies slashed their mortgage rates by a full percentage point or more. A five-year home mortgage at most financial institutions now stands at 7.75 per cent.

### A ROYAL WESS

The largest chartered bank, the Royal Bank of Canada, has taken a special \$1.16-billion write-down to cover loan losses and corporate restructuring costs for the third year ending Oct. 31. Although the Montreal-based bank still projects a \$300-million profit for the year, it will post a net of \$553 million for the fourth quarter.

### JOBLESS RATE EDGES DOWN

Canada's unemployment rate edged down to 11.1 per cent in October from 11.2 per cent in September. Statistics Canada said the loss of 20,000 jobs in the economy, following a gain of about 44,000 jobs in the previous month. The numbers reflect a stop-and-go pattern in employment—the jobs rate has barely moved since last March, when it stood at 11.3 per cent. About 1.5 million Canadians were unemployed in October, roughly the same as in September. The job losses were concentrated among youth aged 15 to 24. As well, most of the jobs lost were full-time positions.

### CANTIBUS CALL STAFF

Rogers Cable Media Communications Inc. of Toronto is cutting up to 400 people, or 18 per cent of its payroll, despite improved earnings. Canada's largest cable telephone operator reported third-quarter operating profits of \$24.9 million, up from \$23.9 million in the same three months of 1992. But company executives said that Cantel is considering an operation in Toronto to save over \$20 million a year in costs. Cantel will also close or sell some of its 47 retail stores.

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## BUSINESS

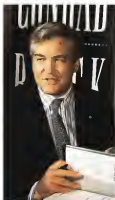
# Black bites back

A possibly concerned about losing a good expression on the first book promotion tour, Conrad Black nibbled in about half an hour for his scheduled interview with *Maclean's* last week. With his shoulders hunched forward under the weight of his massive head, the newspaper titan did, indeed, look like the North American bulldog to which one British journalist has colorfully compared him. And like a bulldog, Black, in his self-published autobiography, *A Life in Progress*, has figuratively pawed the dust and scowled menacingly. But after he settled into a sitting room in the comfortable Toronto offices of Hollinger Inc., his newspaper holding company, Black was expansive, graciously answering questions on everything from journalism to Gold Tower (renowned as Rupert Murdoch's newspaper rival who provocatively slashed the cover price of *The Times* last month in an attempt to regain readers, drew only a mild snarl from Black. "He's just exhibiting the fact that he's no longer under daily scrutiny by his readers," snarled Black, alluding to Murdoch's bark with hostility).

Black, at 69, clearly retains his carefully cultivated image as the epitome of political correctness. He is a middle-class lawyer who unconsciously complains about Canada's "caring and sharing" society. In the book, he goes on to criticize with outrageous observations, such as his description of former U.S. president Richard Nixon's harrowing departure from office to avoid impeachment as a "total resignation." Of his Jewish Florida home, he writes: "While some people are offended by extreme opulence, I find it entertaining." Then he launches into journalism, vigorously disputing Washington Post critic Ken Belieu's definition of it as "a rough first draft of history." He dreams that premise as a "bone-chilling" notion, adding, "History shouldn't be left to your editors."

A well-described historian and a frequent contributor to newspapers and magazines, Black also writes. "Journalism is a daily impression: a chronicle of events. It's not their fault, but journalists, given the time frame that they work in, are simply not able to see all of the ingredients necessary to put an event into historical context."

Black's view of the impermanent nature of the craft on which he is building



A press baron pens his autobiography

**Black: a media magnate pulls no punches**

his defense, he says that he is confident of superior perfection to the contrary—of the staying power of newspaper journalism. In January, Black added a 19-cent price hike in one of Canada's print newspaper chains, Southern Inc., to his stable of newspapers in Canada, the United States, Australia, Israel and Britain. His flagship publication, *The Daily Telegraph*, the largest circulation quality newspaper in Britain, provides Black with a degree of influence and prestige that he never achieved in Canada. His next major investment, he says, is in technology. He wants to position his companies to be ready for the advent of newspapers on portable electronic screens, instead of paper, which he expects to be obsolete within 30 years. And Black, "Quality newspapers—conspicuously with historic readers who appreciate well-informed writing, not the dumbed-down news that only on screen—will carry readers along into an electronic form of transcendence."

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Guide to Healthy Eating says you can enjoy 2-3 servings of meat per day. So if you haven't already planned your next meal, here's a little inspiration. Compliments of Lloyd and Isabelle. Whenever she is.

#### ISABELLE'S MEXICAN STIR-FRY SALAD RECIPE

- 1 lb. skirt steak, cut into 1/4" strips
- 2 tbsp. vegetable oil
- 1 clove garlic, minced
- 1 cup each ground corn and dried oregano
- 1 medium onion, sliced
- 1 red bell pepper, sliced
- 1-2 jalapeno peppers, sliced
- 3 cups romaine lettuce, sliced

Combine oil, garlic and spices. Brown half. Stir-fry onion and peppers in remaining oil until tender crisp. Set aside. Stir-fry steak in reserved oil to desired doneness.

Add vegetables and re-heat. Serve over lettuce. Serves 4.

For more recipes and nutritional information, write: Beef Information Centre, 2233 Argentia Rd., Suite 100, Dept. A, Mississauga, Ontario, L5N 2K7.



## BUSINESS

will allow users to plug into an electronic database and receive the contents of one or more newspapers each day. These readers will be able to carry the small screen anywhere that a traditional newspaper could go. Black says that the arrival of the electronic newspaper will cut production costs in half. Still, he dismisses the popular notion that readers will eventually be able to create their own tailor-made newspapers by identifying the types of reports that they want to receive. "There was this idea of the Daily Me, where people would be able to select the kinds of stories they want in a personalized newspaper," he said. "But I don't think people want that. They like the surprise of a newspaper the mixture of stories. There are always going to be jobs for good editors who understand their readers."

There—and book sales—sell tell how well Black, the authorpreneur, is in tune with his readers. Unlike the proliferation of ultra-scientific and highly priced Canadian businessweeklies who preceded him—such as E. P. Taylor and Paul McGowan, the owners of Argus Inc., the holding company that Black gained control of—he is enthusiastically candid about his life. Black's book touches on everything from his alcoholic father's exonerations in the organized, humiliating "legislators" that he attended at school. On one occasion, for instance, he describes how he was caught by a schoolmaster taking outside a classroom when Black's book touches on everything from his alcoholic father's exonerations in the organized, humiliating "legislators" that he attended at school. On one occasion, for instance, he describes how he was caught by a schoolmaster taking outside a classroom when Black's book touches on everything from his alcoholic father's exonerations in the organized, humiliating "legislators" that he attended at school. On one occasion, for instance, he describes how he was caught by a schoolmaster taking outside a classroom when Black's book touches on everything from his alcoholic father's exonerations in the organized, humiliating "legislators" that he attended at school.

Then there is his religious conversion. After initial flirtations with agnosticism and atheism, Black discovered God in the 1970s. "Once I believed God existed," he writes, "I found it impossible not to acknowledge, i.e. worship him, discreetly." Once convinced of God's existence, he says, that he gradually decided to convert to Catholicism, which he did in 1986. "It was not possible for me to avoid the conclusion that I wanted to communicate with the creator of the universe, the natural means, through neither a sure means nor the only means of doing so, was to receive the sacraments from the Roman Catholic priesthood."

Despite this effort, however, Black confessed last week that he has not yet had any word from God. "No," he admitted, "I have not been hearing voices, crank or otherwise." But perhaps, like any frightened author, he is merely moving that for the next volume on his life.

BRUNDA DALGEMER

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## Who counts in the Chrétien cabinet

BY PETER C. NEWMAN

Cabinet choices are the hallmark of federal administrations, but this one more than most. Jean Chrétien's method of governing through delegation means that ministers will have far more influence on policy formation than in previous regimes.

In that context, the key figure will be Paul Martin, who as minister of finance will be the man in Ottawa's battle with the deficit. With this year's spending due to come in at close to \$40 billion, immediate cuts in social programs will become inevitable, as will further cuts in Ottawa's spending on priorities.

Assigning Martin to finance was a brilliant tactical stroke by Chrétien because it will not only certainly eliminate his two-time leadership rival as a possible successor. Chances are that if he does his job well, Martin will become the most hated politician in Canada.

In opposition, Martin's policy emphasis was on improving environmental standards, regional equalization programs and an alternating grants to industry. Instead, he formulated elaborate plans to multiply Ottawa-sponsored research and development funding, with the proviso that sponsorship would be limited to projects in areas where Canada has a clear competitive advantage. Among the business sectors he has cited as potential recipients of Ottawa's largesse are environmental technology, medical research, cold-water engineering and software while development.

Another of his crusades, which will now be tested against the realities of power, is Martin's contention that Canada's chartered banks should lose more risk capital to small not-for-profit Canadian companies. Up to now, most Canadian bankers have operated on the principle that it's far easier and much more profitable to loan \$10 million to one large, well-served company than \$500,000 to 20 smaller, riskier ones. Since in Ottawa we now can't regulate these names, it will be in-

*Chances are that if he does well in his job as finance minister, Paul Martin will become the most hated politician in Canada*

teresting to see how much about Martin's moral mission will carry.

By moving the decision-making process in to a much condensed cabinet and away from the parties and planning committee where it resided in the Mulroney years, Chrétien has underlined the importance of his cabinet choices. Some of his ministers have spent professional lifetimes preparing for their assignments. Herb Gray, for example, is the ideal choice as government finance leader. In a House of Commons that promises to be unruly, Gray's natural ability to hear his listeners will prove invaluable. It's a great way to disarm your opponents. At the same time, Gray always does his homework and will probably manage the Commons better than Tony Dwyer. Andre, whose opposition role was to begin some negotiations by losing his temper.

Roy MacLaren, the Chrétien administration's ambassador to the Canadian establishment, is the ideal choice for trade because he knows everybody who counts and never hesitates to drop a name or two in a conversation. MacLaren's main problem will be to find time to converse to work on his bicycle, his favored mode of transport. Lloyd Axworthy will

have a tough time as human resources. He will be caught between listening to his constituency before he is to increase spending to help cut unemployment, yet not being able to command surplus funds. As leader of the cabinet's left wing, he will be watched by the noisy former Ministers who want Gust for the first time.

Andre Guellet and David Collette are unknown quantities in their portfolios, though the suspicion persists that neither foreign affairs nor defence will be high-priority items on the Chrétien agenda. An opponent must that can be described only as spectacularly stupid was the naming of Victoria MP David Anderson to natural resources. Canada's most enlightened and best briefed environmentalist, Anderson has been slotted into a portfolio that has few policy fund-raising, and has little to do with his expertise. The former Shuswap Cope to deal with the environment, which presumably means cleaning up B.C.'s harbor.

The most provincial newsmen, Alan Rock and Doug Young, have been promoted into the private justice and transport portfolios, but many other newsmen were left out. Clifford Lincoln, the former Quebec environmental minister, Herb Fry, the westerly-appealing B.C. doctor who beat Kim Campbell's Ted McWhorter, the constitutional expert, and John Gaultier, the talented former editor of *The Financial Post*, are all on the sidelines.

Regrettably, it was not insignificant that Prince Edward Island was left out of cabinet. With a population smaller than most city suburbs, the island province has had no realistic claim to privity council representation for some time. Less understandably, naming Anderson British Columbia's only cabinet member leaves Vancouver, the country's third-largest metropolis, without cabinet representation.

It is, in its way, a payback cabinet. Those parts of Canada that went solidly Liberal got their just rewards, provinces that held back were closed out of the cabinet. From now on, the criteria for regional cabinet representation, it seems, will not be population but the number of Gold medals. That's a lousy way to run a country.

Still, it's not a bad start for a new government which never was allowed to do its time in Canadian history. The election proved that Canadians will no longer tolerate the ill-conducted brokerage politics that has permeated past Ottawa cabinets. What the voters are demanding is nothing less than a responsible and responsible administration that tells the truth, grants no privileges to itself and considers everybody an enemy.

Whether the ball drops Trudeau returns and the new talent recruited by Chrétien can perform these daunting tasks remains an open question. But it's the only government we've got. With Lucien Bouchard, who remains determined to split the country, as the head of Her Majesty's Loyal Opposition, which nation has the head of Canada's alternate government, we have no other choice.

Mike decided a change of decor was the fastest way into the pool hall of fame.

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# A Measure Of Excellence

BY ANN DOWSETT JOHNSTON

**I**t was at Queen's University, after the war, that my grandparents met for the second time. They had been summer sweethearts in Portland, Ont.; his father was a boatbuilder who drove the water taxi, ferrying my grandmother's family to their cottage on Big Redden Lake, and there the two had courted. But in 1915, when he headed off to war, she headed off to Queen's. Three years later, he joined her there—in his uniform—and they fell in love again.

At least, that was the way she told it. There were corny jokes, shared with her grandchildren: how she, Jean Rose, had arrived at Queen's and been introduced to her roommate—"Jean Fit. When it came time to choose a university, there was no question of choice: my grandmother dug out her leather-bound volume of Robert Browning and a blanket—in "Queen's college colors."

But that was a simpler time, when a student with good marks still had the luxury of following a family tradition. In the fall of 1993, life is more complicated. At a time when unemployment seems inversely proportionate to the years spent in school, good students are playing musical chairs, scrambling for the best seats. Even those with masks in the high 80s are having to compromise.

And yet, even in an age of soaring tuition and diminished expectations, certain traditions endure in the world of learning. Small classes are still the best—ones where

a student can raise a hand and be heard, learn to debate, analyze, think. And to test that thinking, it still helps to have another smart student on your left or your right, and a professor standing close enough to make a difference. In the life of the undergraduate, these are the basics, the ones every student deserves.

And so, in that belief, Maclean's presents its third annual ranking of Canadian universities. This year's survey, including a record \$1 million in prizes, provides a comprehensive look at what is being offered to the undergraduate across Canada. Here is the road map to the small classes, the strong students, the accessible professors.

Ultimately, the Maclean's survey is a testament to the universities themselves. By opening their own books for scrutiny—answering questions on faculty, libraries, average entering grade—they are setting a brave example in public accountability.

And there is wisdom in their decision. In these tough times, greater accountability paves the way to greater public trust. As American speaking expert David Webster points out, a community comfortable with exploring the origins of the universe should have no trouble reporting the size of its first-year classes. In doing so, these schools are preserving a tradition of excellence. For the undergraduate, choosing a university need no longer be an educated guess.

Let the rankings begin.

Certain  
Traditions  
Should  
Endure  
In The  
World Of  
Learning

# THE RIGHT STUFF

After all, McGill must be made the great national school of Canada for every form of higher study. There will be here no quarter of petty jealousies or like rivalries with other universities. It is only necessary to admit that McGill is best, and all eyes are at an end.

Harvard's Stephen Leacock was a special lecturer at McGill when he used these words in the 1905 McGill Annual. More than six decades later, there may yet be scholars and university administrators across Canada who have not conceded McGill its preeminence. But the university where such laureates as Leacock, physicist Ernest Rutherford and astronomer Walter Bauschke once taught, has certainly reached. The school topped the 1991 Maclean's ranking of 49 universities and for 1993 has

A commitment to teaching and research have put McGill University in a class of its own

rated best overall in the Medical/Doctoral category for the second year in a row. McGill's high ranking is due largely to two key factors: world-class science and the emphasis it places on getting top faculty, including advisors, to teach. That in turn has attracted internationally recognized talent. Its faculty includes renowned anthropologist Bruce Trigger, Charles Taylor, a well-known philosopher of modernity whose expertise ranges from Canadian federalism to German philosopher G. W. F. Hegel, and neurologist

Alberto Aguayo, an expert on nerve regeneration. "We have a passionate belief," says principal David Johnston, 52, "that good teaching comes from good research and good research comes from good teaching. There is not a dichotomy between the two."

Nestled in the heart of a vibrant city, McGill also offers its stu-



olution in its international hockey anytime building projects in India and China

dents in living culture. The school is international both in its composition—11 per cent of its students are from abroad—and in its outlook. In fact, the university is one of the few in Canada to develop a significant international profile. McGill students and professors, for example, have worked on a building project in India and China. "It is so educationaly enriching to be exposed to difference," says Johnston, who writes letters each morning to his two daughters studying abroad—one in the United States, the other in China. "Our task is to prepare our students for the world, not just for the city, not for the province, not even for the country."

Finances, in the past, have been the university's Achilles heel. In 1981, its accumulated debt hit \$79 million—due, according to Johnston, to more than a decade of underfunding by the provincial government. Quebec has since increased the school's operating grant and the debt has been whittled to \$71 million. The school, built on a 65-acre lot donated in 1813 by merchant James McGill, also has strong alumni support. Small wonder, then, advocates like Leacock—who invited graduates to "go out into the world maintaining McGill." "That may no longer be necessary. After so many years at the top of the scholarly heap, McGill's reputation seems secure.

MARY McNEIL

MEDICAL/DOCTORAL UNIVERSITIES		STUDENT BODY						CLASSES				FACULTY				FINANCES				LIBRARY			REPUTATION	
		America- Excluding Canada	Proportion Intl. Stud. to Higher	Proportion Intl. Stud. to Graduate	Intl. Stud. Proportion (1st Year)	Intl. Stud. Proportion (4th Year)	Intl. Stud. Proportion (5th Year)	Median Class Size 1st Year	Class Size, 3rd and 4th Year Level	Class Size, 3rd and 4th Year Level	Classes Taught by Tenured Faculty	Faculty Per 1000 Total Enrollment	Nonmedical Graduate	Medical Science Grads	Operating Budget	Scholarships & Bursaries (Percentage of Budget)	Student Services (Percentage of Budget)	Buildings Per Student	Acquisition Expenditure	Expenditure Per Student	Academic Support	Reputation Survey		
OVERALL RANKING	Late 1988																							
1 McGill	1	2	1	2	1	4	2	1	2	9	2	1	4	2	1	3	7	19	11	14	12	2	3	
2 Queen's	3	1	2	2	7	2	1	19	9	2	11	5	2	9	4	12	2	5	2	9	3	7	4	
3 Toronto	2	5	9	1	12	19	3	2	9	11	7	4	1	2	3	9	2	3	8	9	1	9	9	
4 UBC	4	3	3	12	9	4	6	3	10	14	9	11	9	4	2	2	9	12	9	9	11	12	1	
5 McMaster	5	9	4	9	12	12	9	9	19	18	9	2	12	1	9	9	12	19	10	4	6	10	2	
6 Calgary	11	11	12	19	6	7	19	11	3	3	12	6	9	12	10	9	4	4	3	7	8	8	5	
7 Montréal	7	9	7	7	9	14	4	7	4	19	14	12	2	9	9	15	12	12	14	11	13	2	9	
8 Dalhousie	6	7	9	9	2	12	8	13	4	1	4	8	11	11	12	11	1	9	12	1	10	5	11	
9 Ottawa	8	9	13	4	3	9	9	4	7	12	1	3	6	7	7	3	9	2	9	10	9	19	12	
10 Alberta	9	13	14	9	10	9	11	9	11	13	15	9	9	9	9	4	9	9	1	13	5	13	7	
11 Western	10	9	9	10	11	19	12	14	14	4	9	19	10	11	7	7	10	1	9	9	2	9	12	
12 Laval	14	14	11	13	4	1	7	9	9	9	3	14	7	9	9	1	11	14	15	12	19	11	10	
13 Saskatchewan	12	4	5	14	14	2	14	11	12	9	10	12	15	15	12	13	9	9	4	3	4	14	14	
14 Sherbrooke	12	12	10	9	19	9	12	9	1	7	12	15	14	14	14	14	19	11	12	2	14	4	9	
15 Manitoba	15	15	15	11	9	11	19	9	12	5	8	7	12	12	19	10	14	7	7	19	7	1	15	

REPUTATIONAL  
WINNERS

HIGHEST QUALITY

1. McGill  
2. Queen's  
3. UBC  
4. Toronto  
5. McMaster

MOST INNOVATIVE

1. McMaster  
2. Queen's  
3. McGill  
4. UBC  
5. Calgary

LEADERS OF  
TOMORROW

1. UBC  
2. Calgary  
3. McMaster  
4. McGill  
5. Queen's

BEST OVERALL

1. UBC  
2. McMaster  
3. McGill  
4. Queen's  
5. Calgary



# PERCHED AT THE SUMMIT

Open doors and open minds have propelled Simon Fraser University to the heights of academic achievement

**L**ikely where coked and silent nooks kept silent the lingering shadows of knowledge during the long moments of the Dark Ages. But there is nothing more about Simon Fraser University. The top-placed institution in this year's rankings of Comprehensive universities. The school's campus only perched on top of Burnaby Mountain, where swirling clouds more than occasionally obscure the view of downtown Vancouver to the west, but Simon Fraser does not let that interfere with its long-standing commitment to having its doors—and its thoughts—open to society at large. "It is important," says president John Foltz, "to serve the public."

Given its isolated setting, that task has challenged the comparatively young university—it turned 50 just this year—to creative solutions. It was among the first in Canada to embrace what is called "co-op" learning, allowing students to pursue academic courses while they work in related fields. For many students, Simon Fraser's 12-month three-semester calendar is a more accommodating schedule than the conventional September to May academic year. Not content simply to serve the public as, Simon Fraser reached out in a creative way in 1989, naming Harbour Centre, a satellite campus in downtown Vancouver. Telephone lines, computer links and television broadcasts reach farther still, providing long distance learning to more than 2,000 students scattered across the British Columbia interior.



While opening its doors to the public, Simon Fraser has also been looking down the barriers that often exist between scientific and scientific disciplines. "There is a very strong emphasis and willingness to explore interdisciplinary programs," observes Stables. That is evident in the pursuits of more than 30 research centres and institutes of higher learning associated with the university. Professors of biology, psychology and archaeology share their knowledge in the Behavioural Ecology Research Group. The David Lam Centre for International Communications, named for British Columbia's Chinese-born lieutenant governor, brings academics together with people from business, government and the professions to bridge differences of language, culture and ethnicity.

Stables, 50, a newly retired bio-chemist who assumed his official title on Oct. 1, after six years as president of Ontario's Trent University, has gladly taken Simon Fraser's rulers to heart. Indeed, he updates an agenda policy literally as he drives up the long winding road that leads through forests to the mountain-top campus. "I try to pick up hitchhikers," he says, explaining that "it's a good way to keep in touch with students." Even for a university already at the top of its class, there are still lessons to be learned on the way to the summit.

CHUCK WOOD/BC Press

Stables' openness and a long-standing determination to serve the public at

COMPREHENSIVE UNIVERSITIES		STUDENT BODY						CLASSES				ACULTY				FINANCES			LIBRARY			REPUTATION		REPUTATIONAL WINNERS
		Average Entering Grade	Proportion With 72% or Higher	Proportion With Graduates	Out of 100 (All Four)	International (Out of 100)	Student Awards	Revised Class Size Last Year	Class Size 3rd and 4th Year Level	Class Size 3rd and 4th Year Level	Classes Taught By Tenured Faculty	Faculty Rank No. Per 1,000 Full-Time Faculty	Research Grants	Medical Research Grants	Operating Budget	Subsidies & Services (Percentage of Budget)	Student Services (Percentage of Budget)	Buildings Per Student	Signatures	Expenditure	Reputation Score	Reputational Survey		
OVERALL RANKING		UNIVERSITY																						
1	Simon Fraser	2	3	1	3	8	8	3	3	8	8	7	13	3	5	8	3	8	8	8	8	3		
2	Waterloo	1	3	4	1	11*	7	1	11*	12	13	8	1	8	8	7	8	3	10	8	8	5	1	
3	Victoria	4	1	3	4	1	8	3	1*	5	3	8	1	10	7	8	3	1	7	3	3	13	5	
4	Guelph	3	8	3	5	7	8	8	18	13	11	3	7	3	3	8	7	3	8	5	8	3	3	
5	York	5	8	8	3	18	13	10	13	7	8	1	13	8	3	8	10	8	7	8	11	10	8	
6	UQAM	N/A	10	13	7	11*	13	4	5	3	7	11	1	3	1	7	13	11	13	13	7	13	8	
7	Regina	9	8	8	13	8	3	13	1*	1	1	12*	1	13	13	13	1	8	13	3	3	8	13	
8	New Brunswick	7	12	8	8	3	1	8	0*	6	3	3	1	11	13	11	11	8	8	1	11	3	7	
9	Carleton	6	13	11	8	8	10	7	9	10	12	8	1	8	1	12	5	1	8	12	1	3	11	
10	Windser	11	8	7	8	8	3	11	11*	11	8	8	8	10	8	6	8	8	6	8	8	8	13	
11	Memorial	8	8	10	13	8	8	13	8	9	8	5	1	8	11	13	3	3	8	8	1	7	8	
12	Concordia	10	7	8	10	3	6	8	0*	3	8	12*	1	8	8	8	9	12	11	12	13	10	8	
13	Trois-Rivières	N/A	11	13	11	11*	11	8	8	8	10	10	1	8	8	10	10	13	10	11	10	13	1	

HIGHEST QUALITY

1. Waterloo  
2. Guelph  
3. Simon Fraser  
4. UQAM  
5. New Brunswick

MOST INNOVATIVE

1. Waterloo  
2. Guelph  
3. Simon Fraser  
4. York  
5. UQAM

LEADERS OF TOMORROW

1. Waterloo  
2. Simon Fraser  
3. Guelph  
4. Victoria  
5. York

BEST OVERALL

1. Waterloo  
2. Guelph  
3. Simon Fraser  
4. UQAM  
5. Victoria

\* INDICATES A TIE

(FOR A FULL DESCRIPTION OF THE METHODOLOGY, PLEASE SEE PAGE 30)

MACLEAN'S NOVEMBER 15, 1990 83

# A LEADER IN LEARNING

Far from the madding crowd, Mount Allison University attracts scholars who care

As Newbold's tenure as president of tiny Mount Allison University has not always been a rite. Since starting the job in 2001, Newbold, 61, has performed a precision balancing act—implementing careful cost-cutting measures while trying to maintain a close-knit campus life. Still, he is convinced that he has not had to compromise excellence. "We are committed," Newbold said last week, "to maintaining an environment which



allows all aspects of the student to develop." That commitment to playing large dominates the second year in a row. Mount Allison, located in picturesque Sackville, N.B., has emerged at the head of its class.

Founded by Methodist Christians 150 years ago, Mount Allison is a modern-day success story. Although its total of 82,880 is the second highest in Canada, a record 2,535 people applied for admission last year—and only 140 were admitted. The students who did find their way into Mount Allison had, on average, higher marks than those entering any other Francophone undergraduate school. The university's reputation also helped attract 40 percent of its students from outside of the province.

Newbold: High standards, hard graduates and 41 Rhodes Scholars

the second highest proportion in its category. As well, Mount Allison is renowned for the success and the loyalty of its graduates, including artist Alex Colville and playwright Jolene Gray. The school has produced 41 Rhodes Scholars—the highest on a per capita basis in the British Commonwealth.

The challenge for Mount Allison, as for many schools, will be to carry these high standards into the future. After raising a \$2.5-million deficit in the 1991-1992 academic year, Newbold has resorted to exercises—and produced a \$1-million operating surplus last year. That turnaround has had consequences. Not this last year alone rose last year from 33 to 37—making Mount Allison the ninth of 10th place when measured against its peers.

Still, Mount A continues to provide its students with a high quality education

"What makes the school unique is the personal touch it offers," says David Beatty, a history professor who has taught at Mount Allison for 27 years. The seal-like atmosphere, combined with a rich library and first-class standards, makes for a school worth celebrating.

JOHN DEMME is a writer.

PRIMARYLY UNDERGRADUATE UNIVERSITIES		STUDENT BODY					CLASSES					ACULTY			FINANCES			LIBRARY			REPUTATION		
		Average Rating Grade	Proportion With 25% or Higher	Proportion Who Graduate	Out of 100 Proportion Left Year	Student Awards	Median Class Size, Last Year	Class Size, 1st and 2nd Year Level	Class Size, 3rd and 4th Year Level	Class Size, Total By Degree Family	Enrollment With Full-time Faculty	Revenue, \$100,000	Medical School Grants	Operating Budget	Scholarships & Bursaries (Percentage of Budget)	Student Services (Percentage of Budget)	Buildings Per Student	Acquisitions	Expenditures	Dean Support	Reputational Score		
OVERALL RANKING		LAST YEAR																					
1	Mount Allison	1	3	5	2	1	15*	15	4	4	6	3	7	3	5	4	4	1	13	6	1	3	
2	Trent	2	3	4	11	17	4	1	1	5	3	3	1	3	4	14	7	16	12	25	1	6	1
3	Acadia	3	5	3	16	3	6	10*	6	6	2	6	4	2	12	16	3	6	11	7	4	4	3
4	Lethbridge	9	4	6	20	13	13	12*	6	2	6	14	11*	16	1	1	20	1	4	12	17	16	12
5	Bishop's	5	6	10	6	1	11	6	3	1	7	17	11*	21	16	3	12	6	10	14	2	4	16
6	Wilfrid Laurier	4	2	1	3	22	16	7	16	15	15	5	6	5	13	20	16	14	17	5	10	11	4
7	St. Francis Xavier	7	6	9	1	4	6	23	21	19	1	2	11*	4	2	16	5	14	5	6	11	2	6
8	Mount Saint Vincent	8	10	11	14	5	17	3*	2	4	14	20	15*	6	15	12	15	12	20	1	22	7	6
9	Saint Mary's	6	12	14	7	9	15	20	16	11	14	1	6	11	6	22	6	6	15	14	7	13	4
10	St. Thomas	10	12	6	21	7	20	3*	11	10	12	12	11*	14	23	11	1	2	3	16	3	26*	17
11	Moncton	14	15	12	14	12	14	13*	5	12	20	21	11*	10	17	10	6	11	13	9	19	3	11
12	Rimouski	N/A	6	15	15	16	2	9	7	12	21	14	11*	6	7	13	21	22	14	20	14	12	13
13	Brock	11	7	9	12	23	16	22	23	17	6	6	4	19	5	21	18	21	18	16	4	16	16
14	Windsor	15	11	7	22	16	10	21	20	3	12	7	9	13	16	15	13	3	16	14	4	17	14
15	Brandon	13	21*	25*	4	9	4	16*	13	7	6	16	11*	1	6	16	16	6	2	17	12	4	22
16	Chicoutimi	N/A	17	20	16	16	3	10*	12	19	22	14	3	6	9	9	3	12	7	22	19	26*	14
17	P.E.I.	17	14	12	4	6	7	14*	17	14	11	16	11*	20	20	2	11	16	6	4	16	10	21
18	Lakehead	12	26	14	16	14	12	14*	22	21	17	12	11*	19	16	17	6	17	16	3	14	6	7
19	Laurentian	16	21*	14	13	20	6	3	16	14	14	4	19	14	11	6	14	20	6	9	5	19	19
20	Cape Breton (UCCB)	18	14	17	17	14	21*	3*	4	9	6	22	7	12	16	22	14	16	21	11	20	14	16
21	Ryerson	N/A	16	14	6	11	21*	16*	16	23	14	22	11*	22	21	7	23	14	22	22	22	14	9
22	Nipissing	N/A	14	25*	N/A	21	21*	6	14	29	22	15	11*	22	22	6	17	7	9	3	13	N/A	22
23	Hull	N/A	21*	21*	2	16	14	16*	6	22	16	19	11*	17	14	4	22	22	22	19	21	26*	26

# A STUDENT'S GUIDE

A gold mine of information on university life

The Maclean's rankings provide a comprehensive portrait of Canadian universities—and the pure gold lies in the details. Here are the answers to many of the biggest questions on the minds of prospective students and parents: "The trick," says Maclean's consulting statistician George Lemaire, "is to ask the right questions." Maclean's asked Lemaire for the right answers to the following queries:

**CLASS CONTACT:** Which schools put a premium on small classes in the earlier years? Where will freshmen students find learned faculty at the heart of lecture halls? Ontario's Trent University

is a good bet. In fact, it took top honors in two separate indicators of class size, and placed third, after St. Francis Xavier and Acadia, in its commitment to learned instruction.

**RESEARCH:** Where are the most vibrant and respected research environments? Despite the fact that Lemaire focused on medical grants, universities in the Medical/Dental category dominated this list. Faculty grants in the humanities and social sciences, plus the natural sciences, were used as the measure. Still, it was not a total shakedown: Guelph, ranked fourth in the Comprehensive category, placed third here—ahead of

such research powerhouses as McGill and UBC. But not one of the Privately Undergraduate universities made a showing. As Lemaire put it, "In research, they are simply not in the same league."

**VALUE ADDED:** Who most improves their students? In this attempt to find an output measure—generosity, says Lemaire, "with all due humility"—he tabulated two sets of figures. The first included measures related to the incoming student, average entering grade and the percentage of the entering students with 75% or higher. The second measured two measures of student achievement: proportion who graduate and student awards. Finally, Lemaire identified those schools with the greatest difference between the two figures.



Douglas Library at Queen's University: commitment

## CLASS CONTACT

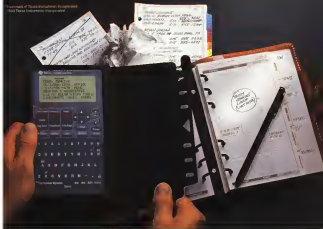
1. Trent
2. Acadia
3. Bishop's
4. McGill
5. Cape Breton (UNCB)
6. Mount Saint Vincent
7. Mount Allison
8. Lethbridge
9. St. Thomas
10. Laurentian
11. Ottawa
12. Brandon
13. Toronto
14. Ryerson
15. Wilfrid Laurier

## RESEARCH

1. Toronto
2. McMaster
3. Guelph
4. McGill
5. UBC
6. Waterloo
7. Simon Fraser
8. Montreal
9. Alberta
10. UQAM
11. Ottawa
12. Laval
13. Queen's
14. Dalhousie
15. York

## VALUE ADDED

1. UQAM
2. Montreal
3. Laval
4. Chicoutimi
5. Toronto
6. New Brunswick
7. Trois Rivières
8. P.E.I.
9. Ottawa
10. Ryerson
11. Alberta
12. Waterloo
13. Winnipeg
14. Montreal
15. St. Francis Xavier



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## SEPARATED AT BIRTH?

To judge by their mission, their size and even their history and geography, the following schools have little in common. But each pair does share distinct strengths—and distinct weaknesses. "In that sense," says Maclean's consulting statistician George Lemaire, "these universities are more like the ones they're paired with than any other in the rankings." The odd couple:

**ST. FRANCIS XAVIER AND YORK:** **STRENGTHS:** Forward-looking graduate classes taught by tenured faculty; faculty with PhD; federal research grants in the sciences and humanities.

**WEAKNESSES:** International graduate students; class size in all four undergraduate years; spending budget.

**QUEEN'S AND SAGINAW:** **STRENGTHS:** Average entering grade proportion with 75 per cent or higher; international graduate students; scholarships and bursaries; library holdings; acquisitions and expenses.

**WEAKNESSES:** Medical class size in first year; class size in first and second year; classes taught by tenured faculty; federal research grants in the humanities; spending budget.

**McGILL AND UNIVERSITÉ DE MONTREAL:** **STRENGTHS:** Average entering grade proportion with 75 per cent or higher; proportion who graduate; faculty with PhD; federal research grants in the sciences and humanities.

**WEAKNESSES:** Student services; library holdings; acquisitions and expenses.

**NEW BRUNSWICK AND MANITOBA:** **STRENGTHS:** International graduate students; classes taught by tenured faculty; library holdings and expenses.

**WEAKNESSES:** Class size in first and second year; federal research grants in the sciences and humanities; scholarships and bursaries; library acquisitions.

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# Reading The Rankings

A road map to the *Maclean's* methodology

Two years ago, *Maclean's* published its first annual ranking of Canadian universities—and touched off a raging controversy. Focusing on the quality of arts and science faculties at 46 schools, the first ranking proved popular with readers—and controversies within the walls of the very towers. Last year, after extensive consultation with educational experts and university officials across the country, *Maclean's* further defined and extended each of its indicators of excellence in an expanded questionnaire that took into account the entire range of university faculties. As well, the universities were placed in one of three distinct peer categories. The 1993 ranking represents a consolidation of that effort, as well as a striking recognition of the principle of accountability in the post of Canada's university community.

As in past years, *Maclean's* editors maintained regular contact with the university community and even expanded the scope of the survey. After selecting only a collective—and largely unanswered—questionnaire in 1992, the five largest campuses of the University of Quebec chose to participate this year. As well, the 1993 ranking features Canada's two coastal universities, both in Ontario: North Bay's Nipissing University, until last November an affiliated campus of Laurentian University, and Toronto's Ryerson Polytechnic University, which offers a rare blend of academic research and technical training. Carleton University in St. John's, Nfld., on the other hand, declined to take part—for different reasons (page 68).

This year, *Maclean's* worked to coach into the ranking process, making any changes needed to facilitate the

questionnaire. Universities knew exactly what to expect and how to respond. In July, a 14-page questionnaire—containing 63 questions—and an accompanying 14-page User's Guide were sent to 53 universities. Institutions with a specialized calendar or course selection were excluded, as were strictly religious institutions and those with fewer than 1,000 full-time students. As well, *Maclean's* sent each school a portable electronic database, to facilitate data entry and provide a crashcheck on all numbers. The schools were given six weeks to complete the survey, during which time *Maclean's* editors—along with several researchers assigned to the project—answered queries.

With its current tradition-wide ranking, *Maclean's* makes universities only against those with a similar structure or academic. Using such factors as research funding, program breadth and the

PHOTO BY GUY LAWRENCE

## NATIONAL REPUTATIONAL RANKING

RANK	HIGHEST QUALITY	MOST INNOVATIVE	LEARNERS OF FUNDAMENTAL	BEST OVERALL
1	McGILL	WATERLOO	WATERLOO	WATERLOO
2	QUEEN'S	MANITOA	UBC	UBC
3	UBC	QUEEN'S	CALGARY	MANITOA
4	TORONTO	QUEEN'S	MANITOA	McGILL
5	WATERLOO	McGILL	SIMON FRASER	QUEEN'S
6	MANITOA	UBC	QUEEN'S	CALGARY
7	ALBERTA	SIMON FRASER	McGILL	QUEEN'S
8	MONTREAL	CALGARY	VICTORIA	TORONTO
9	QUEEN'S	TORONTO	QUEEN'S	SIMON FRASER
10	ALBERTA	SHAWANOE	YORK	ALBERTA

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member of PIDs granted as a group, while students are grouped in one of the following three categories:

**MEDICAL/DOCTORAL** These are universities with a major commitment in PhD programs and research. All have medical schools which set them apart due to the size of research grants (McMaster University is the one exception despite the presence of a medical school; its program mix is more comparable with the Comprehensive universities.)

**COMPREHENSIVE** These institutions offer a significant amount of research activity and a wide range of programs—including professional degrees—at the graduate and undergraduate levels.

**PRIMARILY UNDERGRADUATE** These schools are largely focused on undergraduate education, with relatively few graduate programs.

Because of their distinct mandates, the universities in the three categories are treated as separate but equal; they were not combined into a comprehensive list. McMaster ranks the highest in its category as a result of a range of factors in the following broad groupings. (Each weighting is given in parentheses.)

**STUDENT BODY (20 per cent of final score):** The premise was that students are enriched by the academic caliber of their peers. As a result, McMaster's collection of incoming students' average high-school grades (75%), and the proportion of those with averages of 75 per cent or more (76). The magazine also counted the proportion of out-of-province students as the first-year undergraduate class (72) and the percentage of international students at the graduate level (70), as a measure of drawing power. The student body section also includes graduation rates (26)—the percentage of full-time undergraduate students in their second year (after the initial wave of first-year dropouts) who go on to graduate from the institution within one year of the expected leave period. This indicator is just one example of the dramatic differences between schools: the lowest ranking university graduated only 23 per cent of students; the highest, 91 per cent. In addition, McMaster's collected data on student academic awards (17) over the past five years.

**CLASSES (18 per cent):** For many universities, the McMaster's survey prompted a first-ever attempt to collect data on class size and quality. In addition to measuring the median size of first-year classes (76), the rankings compare the entire distribution of class sizes at the first- and second-year levels (5.5%), as well as the third- and fourth-year levels (6.5%). McMaster also rated schools on the percentage of first-year classes taught by tenured and associate professors (70), a measure of how much access students have to top faculty. Elsewhere, there was a striking range: at the top school, 94 per cent of classes were taught by tenured or associate professors, compared with 42 per cent at the bottom-ranked school.



**FACULTY (120 per cent):** The rankings assessed the caliber of faculty by calculating the percentage of those with PhDs or equivalent (50) and the number who had won national awards (50). In addition, the ability of eligible faculty to secure grants from each of the three major federal granting agencies was assessed, along with a measure of both the number and the dollar value received last year. Because of wide differences in the costs of certain research, humanities grants (1.5%) and science/medical grants (5.5%) were judged in separate categories.

**FINANCES (18 per cent):** This section measured the amount of money available for core expenses at the university (23%), as well as the percentage of the budget spent on student services (33%) and scholarships (32%). When presenting their general operating budget, institutions had to detail any funds used to pay off debt.

TOP MARKS	
The three schools in each category with the highest average entering grades:	
<b>PRIMARILY UNDERGRADUATE</b>	
1. Mount Allison	82.5
2. Wilfrid Laurier	81.1
3. Trent	79.5
<b>COMPREHENSIVE</b>	
1. Victoria	84.8
2. Simon Fraser	84.6
3. Waterloo	83.6
<b>MEDICAL/DOCTORAL</b>	
1. Queen's	80.2
2. McGill	80.0
3. UBC	80.0

**LIBRARY (132 per cent):** This section of the survey assessed the size, cost and currency of the university's collection. While students often have access to other university collections through computerized catalogues, the campus collection was treated as a critical resource for students. As a result, schools received points for the number of volumes and volume equivalents per student (6%), as well as the percentage of a university's operating expenses that were allocated to library services (40) and the percentage of the actual library budget that was spent on updating the collection in order to maintain current standards (35).

**REPUTATION (20 per cent):** This section reflects a school's reputation with its own grad rates, as well as within the community at large. When looking at alumni support, schools received points for the number—and not the value—of gifts to the university (25). The goal was to measure the proportion of alumni over the past five years who chose to give something back to their institution, regardless of the amount.

Within the reputational category, points were awarded on the basis of a survey of senior university officials and chief executive officers of major corporations across Canada (15%). The premise was that a school's reputation for excellence and innovation affects its profile in the community and the ability of its graduates to find jobs. The 15% assessed schools at the national level, university presidents and vice-presidents, academic, judged institutions nationally and within their own region, and a range of other university officials made regional comparisons only. Survey participants also named three "leaders of tomorrow."

As in 1992, all data were calculated by Georges Lemire, a Bell, Que. based consultant and former senior analyst with Statistics Canada. Lemire, who holds a graduate degree in mathematics from the Université de Paris, has extensive experience in data analysis. For McMaster, Lemire located examples of extreme changes from data reported in the 1992 survey, and directed researchers to double-check those changes with university officials. As well, he reconfirmed the statistical "robustness" of the McMaster rankings, ensuring that no single indicator unduly affected the overall result. Finally, he worked with university officials from Quebec to convert grades from their 2-scale system—in which applicants are graded according to where they place relative to the class average—into percentage grades.

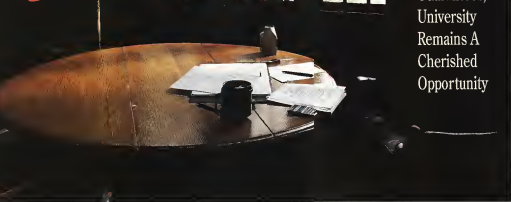
In the end, the goal of the ranking is twofold. First, to give Canadians a better picture of what universities are doing, and of how well they are doing it. More importantly, the comparison is designed to give students a critical tool to use in making one of the most important decisions of their lives. For the universities, meanwhile, the survey affords an opportunity for each to clarify its own vision—and to measure itself against its peers.

THERE'S A PLACE WHERE YOUR BARSTOOL'S ALWAYS WARM,  
THE ICE Melts FAST  
AND THE SONGS ON THE JUKEBOX NEVER CHANGE

IT'S A PLACE YOU'LL FIND SOUTHERN COMFORT.

VICTOR DAVYD and DAVID RANDY

# Eyes On The Prize



BY VICTOR DWYER

There was a time when the path seemed so clear, the payoff so certain. Kids made their way through high school, and then headed off to university, certain of the future. Sure, they had to pull a few all-nighters, and maybe a few exams to make each credit, but there was a red payoff just for the sheer sake of that degree—a life they could count on to be challenging and eventually comfortable. Remember that time? Well, times have changed. What your pick of schools? Better time awards in the high 80s—and even then an open mouth about where you want to study. A student loan? Better make it a big one: university presidents tell even some student leaders are calling for dramatic increases in tuition—up to 50 per cent by 1995—to offset massive government cuts. A good job when you graduate? Do not bank on it. As a record number of students enroll in Canadian universities, a record number are also graduating into an uncertain job market. Says Jennifer Naggar, now in her final year at St. Francis Xavier University in Antigonish, N.S.: "I always knew I would go to university. In my family, university is the established

way that," she adds, "grades from my class are now earning \$6 an hour." Throughout academia, from the office of the president to the freshman dorms, there is a growing sense of a world turning upside down—and at the very bottom, once autonomous, being asked to answer for it all. "We've since the 1950s launched Sputnik, and made for a complete rethinking of higher education, have people looked so hard at what the university is doing, and what it is not," says John Stubbs, president of Simon Fraser University in Burnaby, B.C. And although that rethinking is part of a broader public questioning of the entire educational system, the university community is working overtime to explain its role to a nation facing increasing competitive pressures—and to students desperate to do away with rapidly changing curricula. "The wrench lights are on," says University of Manitoba president Arnold Naidu. "I can't believe, can we, that there's very, very bright." Under that unacknowledged glare, one central question prevails: What, besides a piece of paper, does a university degree really provide?

In tough economic times, the answer to that question is complex. Although graduates are finding that a degree provides no guarantee a study released in 1982 by the University of Alberta shows that they continue to earn 66 per cent more than those with only a college diploma—and

are half as likely to be unemployed. That marketplace edge is keeping demand high: 809,406 Canadians attended university last year—up 130,000 from five years earlier—an increase of 14 per cent at a time when the population grew only six per cent. David Strimling, president of the University of British Columbia, estimates that his province would have to create between six and 30 new universities to keep up with applications. And as demand increases, so does competition. In Ontario, where applications from high-school students rose 2.1 per cent this year, Sherid Jucius was turned down by her first two choices—Queen's and Trent—despite her 87 per cent average. She ended up at Lakehead University in Thunder Bay, 1,400 km from her home in Hamilton, Ontario. "Toronto's Geoff Brown, 26, completed a three-year automotive marketing diploma at Georgian College in Barrie, Ont., hoping up his long-term job in the Western Ontario—and was in a mismanagement position at the head of line at Canadian Tire Corp. "College gave me the basics of the trade," says Brown. "But writing well, speaking well, working under pressure—these were all things I learned at university, and I know they made the difference in landing this." Stubbs echoes that defense: "Everything we do, everything people's communications and analytical skills," says Stubbs. "I think we're hidden away right under a basket for too long."

## In A World Where There Are No Guarantees, University Remains A Cherished Opportunity

While students herein anxiously anticipate the university experience, provincial governments across Canada are wading the sea. Ontario is chipping 10.5 per cent from the budgets of its 17 universities over the next two years, prompting fears of staff reductions and program cuts. Faced with mounting criticism by the Nova Scotia government, Dalhousie University president Howard Clark proposed in September the elimination of three culture departments—theatre, music and public administration. The following month, Alberta amended the Financial Administration Act, dubbed "The Star Measure Act on universities." By University of Lethbridge president Howard Tootell, to give the government sweeping control over university finances and operations, should the province's universities fail to cut budgets by 20 per cent in three years. And the results are likely to continue. "All of the parties, from left to right, talk about the importance of education," says Claude Lévesque, president of the Association of Universities and Colleges of Canada. "Then they start talking about fiscal responsibility, and it all goes out the window." In fact, many predict that the biggest gills are yet to come: "It looks right now like the 1990 will be an earthquake," says Geraldine Kennedy-Mallace, president of McMaster University. "The checks are coming, each one getting worse. We're all wondering when the earthquake is going to hit."

Struggling to write a lot more with a lot less, universities are also being asked to become more accountable. This year, commissions and task forces in six provinces issued a collective eye on university performance, examining issues of cost, debt-studying and program duplication. Pondered to the wall, university leaders are searching hard for answers. "People have to realize that steering the boat forward in turbulent conditions," says Ian Newbold, president of Mount Allison University in Sackville, N.B. "And those questions return to the bigger one: What is it that Canada wants from its universities?"

For those involved in the debate, there are four pivotal issues to resolve. At what point does the tradition of accessibility—openly, until now, by capping tuition at between 15 and 25 per cent of operating costs—threaten the overall quality of Canadian universities? What constitutes the core of a university education, and what is the long-term effect of eliminating programs and departments that do not fit the bill? To what degree should Canadian universities provide their graduates with career job-oriented skills? And in what ways should the postsecondary system encourage, rather than frustrate, the easy flow of students into universities and its constantly evolving

For students, the most urgent debates concern tuition—and the connected threat that certain universities may go so far as to privatize themselves. The average cost of tuition in Canada is about \$2,000—a figure held in check by a variety of federal and provincial government cuts. And although many universities have doubled, and even tripled, tuition in the past 10 years, fees remain comparatively low. In the United States, tuition at public universities averages \$2,800. In Britain, the cost is closer to \$3,000. Since 1970, the average tuition in the United States at \$2,600 puts it among the highest in the country. Newbold estimates a cut close to the school of \$200 per student. "It's a level of subsidy," says Newbold. "But students simply can't count on forever."

Last August, the Council of Ontario Universities (COU) urged the state on the tuition issue. In an official position paper, the COU called for an increase of 30 per cent in Ontario fees—as well as an increase in the discretionary annual fees that universities are allowed to make, to 20 per cent from the current 15 per cent. If adopted, the proposal would push



# A BATTLE FOR THE FACTS

Canadian universities took a test—but many declined to post their marks

BY CHRIS WOOD

Universities have long been accustomed to handing out grades to students. As on a test, if, for a possible scenario, presentation, F for a failed examination. Yet when Maclean's published its first ranking of universities in 1990, the experience came as a rude and unpleasant shock for many schools. Several administrators challenged the magazine's very right to assess their performance. Many more questioned the methods that Maclean's used to reach its conclusions. Two years later, however, it is clear that Canadian universities, like their counterparts in other countries, can no longer escape a growing public demand for rigorous scrutiny of how well they live up to their own claims to excellence.

What is equally clear, however, is that grading the academic progress is an exercise fraught with conflict. Despite mounting pressure for more accountability from postsecondary institutions of all types for the almost \$45 billion in public funds that they spend each year, universities have responded at a snail's pace. "There is progress," observes Stuart Brink, the maker of a 1991 inquiry into university education in Canada, "but it is pretty minimal." Part of the reason may be simple reluctance on the part of academic administrators to subject themselves to review by anyone other than fellow academics. But contributing to the slow progress is an unresolved debate about how universities should be ranked: whether they should be graded against each other—or held to account solely against their own individual educational goals, whether they should be ranked—or merely described.

The complexities in that debate became clear to the editors of

Maclean's when they sought to request to co-sponsors of the 22 universities, ranging from class size to library budgets, that it uses its grade information in its university rankings. "Many of the individual strengths of universities are not picked up in this ranking by Maclean's," complained Dennis Anderson, president of Manitoba's Brandon University (which placed 13th among 18 in the category labeled Postsecondary education in 1990). Anderson, like many other university administrators, hoped the magazine in regard to its criteria to what he called "superficial" measures of academic excellence, such as how satisfied graduates were with the education that they received.

As a result, when Maclean's learned that Statistics Canada had put just such a question to about 22,000 members of the class of 1990 in a \$1.5-million taxpayer-funded survey two years after their graduation, the magazine sought access to the results. At first glance, the data in the National Graduate Survey confirmed a perception first recorded in a survey that Maclean's itself had conducted and reported last year: most graduates were either "satisfied" or "very satisfied" with their education overall.

But continued within that positive general assessment were striking variations. Satisfaction with how well their education had prepared graduates for a job ranged from a high of 85.2 per cent among New Brunswickers to a low of 69.4 per cent among Manitobans (see chart). Maclean's consulting statisticians Georges Lacroix, of the Manitoba findings. "It is still nearly a third of respondents [in that province] who don't like what it is

**Knowledge graduate satisfaction figures may be an "extremely" nearly useful tool"**

## WHAT STUDENTS SAY The National Graduate Survey

### WAS THE PROGRAM RIGHT?

Percentages expressing satisfaction two years after graduating

	With Quality of Teaching	With Preparation for a Job
Engineering and Applied Science	81.9	90.9
General Arts and Sciences	90.1	75.3
Humanities	91.2	70.7
Mathematics and Physical Science	83.3	84.1
Social Sciences	86.7	70.1

### HOW THE PROVINCES COMPARE

Percentages of graduates satisfied

	With Quality of Teaching	With Preparation for a Job	World Return to Some Institutions
NOVA SCOTIA	88.6	77.3	81.9
NEW BRUNSWICK	89.4	83.3	82.0
QUEBEC	82.9	84.5	80.8
ONTARIO	88.0	77.3	77.3
MANITOBA	82.4	69.4	81.0
SASKATCHEWAN	81.6	80.1	81.1
ALBERTA	85.2	77.2	84.5
BRITISH COLUMBIA	84.0	74.6	82.1
CANADA	85.8	79.0	79.8

Figures unavailable for Newfoundland and Prince Edward Island; the provinces with only one university because combining information about schools of any data identified by statistics.

### HOW THE CATEGORIES COMPARE

Percentages of graduates expressing satisfaction, according to the five categories of universities in the Maclean's ranking system

	With Facilities	With Class Size	With Academic Faculty	World Return to Some Institutions
Medical/Doctoral	87.9	79.9	81.5	80.6
Comprehensive	87.3	83.2	85.6	78.6
Undergraduate	86.6	96.0	93.5	79.2

Source: Statistics Canada's National Graduate Survey

they're getting. That is not negligible." Similarly, satisfaction with the success of different academic programs in preparing graduates for the work world varied widely, from 70.2% for social science programs to 90.9% for engineering and applied science. Graduates from the Maclean's Priority Undergraduate Institutions, meanwhile, expressed sharply higher satisfaction with their success in finding a class size than did respondents who graduated from Medical/Doctoral schools.

But when Maclean's asked the federal agency to provide it with the results of the national survey for graduates of each Canadian university, the request encountered an unexpected roadblock. The agency insisted that the magazine first secure permission from at least 40 per cent of the universities in the country for the release of the information. When Maclean's sought that permission, however, fewer than half of the universities it sought agreed. For its part, the University of Toronto noted that only 279 of its 5,700 graduates in 1990 had been surveyed, and explained: "That level of response is too small to be taken seriously by anyone for any purpose." Among the other universities that declined access were Victoria, McGill, Dalhousie, Laval and Waterloo. Speaking for the University of Victoria, associate vice-president John Schofield declared that the Statistics Canada survey "was designed to provide useful information at the national and



**Camp a plan to require Ontario's universities to be more forthcoming**

provincial level. At the institutional level, the data are simply not reliable."

That is debatable, at least. For his part, Ken Brink, Statistics Canada's assistant director for education, told Maclean's: "There was no problem. The samples [of each university's graduates] were sufficiently reliable that we would have felt comfortable releasing them." It is a view that Lacroix, a former senior analyst with the federal agency, shares. He noted that monthly provincial unemployment rates are calculated on the basis of comparable percentages of the workforce.

Two rising questions, the reluctance to disclose how graduates rated their satisfaction with their education was far from universal. "That could be an extraordinarily useful tool," declared Rex Sawdon, director of resource planning for Queen's University. In addition to Queen's, more than a dozen other institutions also gave permission for the release of the national survey data. Acadia, Sherbrooke, Wilfrid Laurier, Western, McMaster, Lethbridge, UBC and Simon Fraser. "We can't go sharing and 'mooing' about our ratings the magazine and just having the public support," explains Simon Fraser's president John Stobbs, "and



then, when somebody turns the spotlight on us, say we don't like it."

But regardless of the reliability of Statistics Canada measurements, the debate over whether to release the information shed a telling light on the deep unease that many academics feel about any assessment of university performance. For his part, Smith, who is now the president of Ottawa-based KeesCBE Research and Technology Inc., wading in his conference on academic reluctance to be graded. "Fundamentally," he says, "I think the simple fact is that they don't want to be accountable."

That may partly explain Canadian universities' slow march towards any close examination of how well they perform. But there are also real disputes over how any such examination should be performed—and over who should be able to see the results and for what purpose.

Among academics with the most strongly held views is Jay Calix, vice-president, academic, at the University of Calgary. An acknowledged expert in assessing the performance of hospitals, Calix's view of the Statistics Canada survey is that its findings "are accurate; they're just irrelevant." He adds, "The real issue is, what is the mission of the university at which you're looking?" Arguing that each university has a unique mandate, Calix says that the supports at temples by which students to measure how well they perform their distinct mission. But she regards such measures, mostly as tools for internal management.

And she finds purpose in disclosing the findings to the public. As for any effort to compare different universities to each other, she calls the attempt "really dumb."

What Calix, along with other critics of Meekins' approach to ranking institutions, also evidence is an underlying faith in comparing individual academic programs. In her view, details of comparisons at smaller programs such as nursing, forestry or civil engineering, "could provide an invaluable service." Among other benefits, she says, such comparisons would make it clear that within each university, individual disciplines may vary widely in quality. Citing her own alma mater as an example, Calix declares, "University of Toronto has two driver programs in some areas. It has very notable programs in others."

But other views vary widely. Quebec University's St-Onge takes precisely that approach, comparing components of apparently similar programs can be misleading, even misleading any possible in English department he says, "I'm as far from a Canadian literature, or Elizabethan literature." Meekins' attempts to compare the performance of different universities may be open to expert attack. Smith insists emphatically, "But these are academics. They spend their time finding out what's wrong with any system of measurement. I don't enter what you do."

Smith's largely negative attitude towards the long the mounting pressure for greater academic accountability. In the past three years that goal along with clear measures to establish overall performance, has been a central recommendation of commis-

sions and task forces on postsecondary education in New South, New Brunswick, Ontario, Manitoba and Saskatchewan. For its part, the Maritime Provinces Higher Education Commission, which acts as an intermediary between that region's 19 universities and its three provincial governments, has urged each of the institutions it oversees to develop their own indicators of how well they are achieving their different academic goals. Says the commission's Fredericton-based chairman, Tim Andrew, "Students want to know their degree is well as topographers."

Indeed, the forces propelling universities to greater accountability are international in scope. A report by the Organisation for Economic Co-operation and Development, OECD earlier this year detailed growing pressure on universities in a dozen countries to justify their efforts for public funds. And in most, it added, "universities resist all concerning the publication of [performance] indicators."

In Canada, the drive to develop standard and comparable measures of academic performance has gone furthest in Ontario. Prompted by demands from that province's legislative Public Accounts Committee, a task force on university accountability earlier this year recommended that Ontario's universities be required to report annually on their

**Account: the StatsCan survey of graduates was 'significantly reliable'**

performance according to no fewer than 36 different indicators—including several of the same measurements used by Meekins in his rankings. The results, says Daniel Lang, the U of T assistant vice-president in charge of who shared the committee that produced the proposals, would be made public. Although the annual report would not assign grades to the universities, says Lang, readers "could compile their own rankings."

You could make whatever comparisons you need to make to change the program you're interested in."

Lang's proposals are one of the work of Dave Gaskin, Ontario's minister of education and training, who has presided a response by mid-December. His Saskatchewan counterpart, The Alton, insists while, as reviewing proposals to strengthen the accountability of senior sites is that province. And next week, 120 university administrators meet in Winnipeg to discuss a range of related issues, including the exposure of Statistics Canada's national survey to provide unequivocally reliable information about academics' satisfaction with their education—satisfaction by students, clearly, whatever their apprehensions about the curriculum they may be asked. Canadian universities are currently lost themselves in the same situation as many of their own students: the one option they do not have is to stop the task—although so far, they have managed to avoid posting the results. □

# At Country Club U, the party tradition lives on



SPECIAL REPORT

## The Pub Report

Meekins' Associate Editors Jim Chittley, 36, and Scott Steele, 34, both attended the University of Western Ontario in London—Chittley from 1962 to 1980, Steele from 1979 to 1979 before transferring to technical Queen's. Three weeks ago, they returned together to their old cultural drinking grounds to see if Western's celebrated bar scene was still alive and kicking. Their report:

**S**ome things never seem to change. Sure, along the road that leads into London from the east, through the part where the towers live, there might be one more Tim Hortons (doughnut shop, one more Speedy Muller King, another slip road). But on the other side of the tracks, in the leafy north end where the 30,000 students of Western live, things are just as they always were: clean-cut kids still wear bow-ties and Bona Weiguns, their late sweaters and rugby groups. Here, social staples still means belonging to the right

club or society, being seen in the right bars, working hard, but playing harder. That reputation has earned Western the envy—and at times the badging—of other campuses across Canada. Welcome to Country Club U.

It may be a stereotype, but for many Western students the party often arrives as a matter of school grade. Witness the crowd at The Wave, one of two on-campus pubs owned and operated by the University Students Council (USC), where members of fraternities Delta Upsilon and Beta Theta Pi, and a sorority, Alpha Gamma Delta, are showcasing the night away. About 200 students drink and dance and The Wave's eclectic decor—steel guitars and tubular furniture mixed with posters and terra-cotta. Pool tables and socialists Santa Fe. By the standard bar, a handful of male students (obviously in Western's senior row course, engaging a tier table of numbers and the smooth, holding a lighter to the lips and exhaling a blue flame. Prosa, a Flamingo Blue (The same

comes from an episode at TV's The Simpsons, in which Homer invents a similar monetary cocktail). The flames go out, replaced by heavy pillows and much backslapping. First boys will be first boys.

But even at Western, the 90s have arrived. "There's a different attitude," says Wayne manager, Mark Wellington. "Political correctness has come to Western like everywhere else. It's not acceptable anymore to do the Mothers and fathers because your daughter's coming to Western's routine." Tight trousers are all but banned at first on students. "I think they're out of fashion," says Wellington. But on a nightly budget of about \$15—what pub managers say the average student is spending these days—there are still good times to be had.

What are the drinks of choice? Beer, of course, is king. "We could put a great Boulevard on the menu for \$5 a glass and it would go down," says Mike Smith, 42, owner of Joe Koff's, a popular downtown restaurant and bar (where beer sells for

\$2.50 a bottle). And the standard novelty code-tails remain popular—blue lipgloss, B&W, long black eye-liner. One new trend, however, has been yams in the hair. They say, an *amiable* new '94. "You couldn't even buy it here four or five years ago," says Wellington. Brand loyalty, however, is practically non-existent. "We'll have the future C.C.'s from a student three times a year," says Matt Knight, 25, who works in the USC's other restaurant, pub, The Spoke. "And this when he gets his sport coat."

A hangout like Joe Koff's is more than just a place to drink. It is also a perfect location to see and be seen. The mood is friendly, often when the bar—cluttered with camp decor, its ceiling a ceiling perpetually holding The Rocky, and its clock bearing two pictures of Jesus—reverts to its 225-person capacity. Whine rath by waving T-shirts promoting "the world's worst food." And the bill at Joe's is a \$10.00. The best thing on the menu, imported from the Rocky Market? next door. Whine rath is popular through the crowd, offering J&J-Dan-Donuts about the 25 cents, \$1 with whipped cream. Others play on the CD player—*I Heard It Through the Grapevine* and *I Second the Motion*—songs that so are strongly set of the former the Georgia Institute. They go later to attract a new like Soundgarden, Stone, and Doughboys—but blast from the past still strike a chord. Jim Bredon, Boston, Mass. Last "I never even heard of Adele before I came to university," says Laura, 23, over a platter of Koff's nachos. "I at all ways thought they were a heavy-metal group, actually."

A few days down, Smith has just opened Jim Bob Ray's, a "college bar blow place decorated like a Irish pub, a college—complete with plywood walls to give it that unfettered look. There by 10 o'clock on a Sunday night, the bar is surrounded by students as they, champagne in beer. Steve, 23, who declared to give his last name, says he doesn't come to the bar to meet women. "I just come to drink, have a good time, and get laid." At 11:30, girls scream as a light breeze and—two guys tumble through the room, knocking them flying. By last call, the floor is littered with broken glass and cigarette butts, chicken wings and beer, somebody's underwear. At 11:55 an exiling of good clean fun.

There are recesses at Western calling for a more responsible approach to alcohol. Cindy Carty, a registered nurse and the university's health education co-ordinator, works with about 150 student volunteers to spread the word on such health-related issues as sexually transmitted diseases and alcohol abuse. "A lot of students use alcohol as a stress reliever,



The real world may be closing in, but frat boys will be frat boys



plies a need for professional counseling.

Still, Carty and others say that at public at least, students are developing increasing moderation. "All around, everything's coming down a lot," says Andy Harralson, bar manager at The Wave. And to listen to the bars on the bar circuit, frat may be even more to that avoid than increased awareness and a lack of real money. As Western's students protest in groups over a recession-induced economy, the growth while waits are looking a lot stressed.

"Students have high aspirations and education, but nowhere to turn," says Christina, 25, a waitress at Joe Koff's. "They all get their degree and end up working here."

The successful job market has even become the source of folk humor. Friday, February 1, a two-hour stand-up comedy show, packed the on-campus Spoke every week. Here, when the off-color comedy is on, laughter takes the place of worry. But the jokes can be close to home. After discovering that an audience member from Laurel, N.C., is studying engineering, comedian Chris Finn says, "That's great. You can push the button when the ferry goes by."

If anyone should know how much students have changed, it is Rick Tinsdale. For close to three decades, he has run the CTV series dubbed "The Greys" (pronounced *gray*) by Western students. And for most of this century, the 300-wattend Corp., a no-nonsense firm by the railroad tracks, has been the go-to place of Western's waterway. Since over a glass of the Tinsdale 30 recalls some chairman Corp's grabber, former Alberta premier and Manitoba's last premier Dan Gundy, each year mayor of Toronto and federal Tory cabinet minister David Crombie, and London's own David Pearson, former premier of Ontario. As he is a student-favorite. "They are more, almost, conscious now," says Tinsdale. "But I don't think they've changed a hell of a lot in the last 30 years."

Perhaps. Perhaps not. Gone are the days when the Western Mustangs carried out its annual mast hump known as "the elephant walk"—in which back-to-back gilded riders paraded through the crowded bar. But the spirit of a night at the Corp's remains as old as the decade-long student canal now at the road, wooden cables. "It's not really my scene, but people come here to get drunk to get jacked up," says Mike Mitchell, a 25-year-old student who studied from Victoria. "It's a Western tradition. Some things to change. But at Country Club U, tradition does hard."

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# A Day In The Life

A Camera  
Tour Tracks  
24 Hours In  
The Fields  
Of Learning

Bending the brain or working the body, striving in earnest or just having fun, a day in the life of the university student can swing between the depths of thought and the heights of action. To catch those waves, pick any day, on any campus, anywhere in the breadth of Canada. That is what seven *Maclean's* photographers did on a single day, Oct. 21, tracking activities from the Atlantic shore to the Pacific coast on assignments that began before dawn and ended after dark. Their photographs offer glimpses of both the ordinary and the extraordinary activities that together make the university campus a field of opportunities, for the emotions as well as the mind, and for the senses as well as the spirit.

## GETTING DOWN TO RESEARCH

A Trent University environmental studies class checks soil conditions as part of a land-use survey



## BRACING FOR THE DAY

Wakeup salubrious as students at Trent University in Peterborough, Ont., for their academic tasks

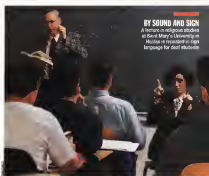


## FIRST SITTING FOR BREAKFAST

At the University of Saskatchewan's agriculture school, cattle get their first feed of the day

## BY SOUND AND SIGN

A lecture in religious studies at Saint Mary's University in Halifax is repeated in sign language for deaf students



# LEARNING HOW TO CROSS SWORDS

Members of the fencing team at McGill University in Montreal pose in their foils.



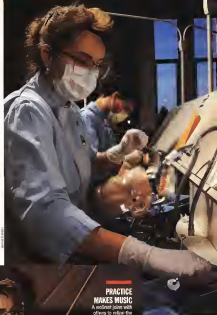
# HOLD ON TO THE MEMORIES

A photographer makes a graphic record for the Oryzopsis Singers outside Convocation Hall at the University of Saskatchewan in Saskatoon.



# THE VALUE IN FINDING SERENITY

Corners of quiet, like the University College students in Toronto, offer places for thought and conversation.



# PRACTICE MAKES MUSIC

A student joins with others to refine the sounds and details of a rehearsal of the orchestra of the University of Montreal.



# A REHEARSAL FOR REAL LIFE

Dentistry students train in the performance simulation laboratory at the University of British Columbia in Vancouver.

Academic life often mixes the mundane with the sublime

#### DOUBLING UP ON HOMEWORK

While five washers and dryers work, so do the student's during a laundry night in residence at Saint Mary's University



#### A RECESS FOR FUN AND SUN

A Trent University bro bro, for the camera, takes a fall in a fall in Peterborough, Ont.



#### READY FOR THE RACE

Members of the swimming team at Simon Fraser University in Burnaby, B.C., prepare for the plunge



#### ALL SET TO ROISTER

Saint Mary's students prep in preparation for a night out and away from duties, chores and studies





#### APPROACHING DEADLINE

Students at the University of British Columbia work a late shift at a newsworld computer terminal on The Ubbyssey, the campus newspaper, as press time draws near.



#### PARTY PARTY: GETTING DOWN

Well after dark in the off-campus pub, party-minded students from the University of Western Ontario in London were up on fries and beer.

The silent partner

LA VODKA INVISIBLE

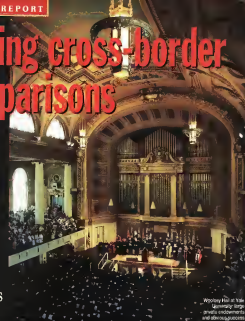
**SILENT SAM**

THE INVISIBLE VODKA



# Making cross-border comparisons

The Best American Colleges Still Have An Edge Over Even The Top Canadian Universities



Woolsey Hall at Yale University: large private endowments and strong success

BY DEANE BRADY

At the University of Toronto, there is no higher praise than referring to its wisest and dearest—"Harvard of the North." Even in casual conversation, five comparisons can elicit a proud smile on the faces of faculty and students. With its ivy-clad towers, leafy walkways and busy, downtown neighborhood, the physical resemblance is close. But the unofficial nodder reflects a deeper aspiration: to match the elite U.S. institution's reputation for excellence. That seems like a tough task for a school functioning on roughly one-fifth of Harvard's operating budget per student. In fact, when looking for a twin north of the border, Toronto has more in common with the large state-funded universities. The terms of structure and sources of funding, we are much closer to a University at Michigan," insists David Long, assistant vice-president and registrar. Yet he admits

that "Michigan of the North" lacks the same ring. "Harvard is not our peer," he says. "But it's shorthand for being the best."

In a highly competitive era, when attracting scholars and research dollars is a global pursuit, being the best matters a great deal. Certainly Canada excels in achieving secondary. "You would be hard-pressed to find a country that has done as well as Canada in achieving equality of opportunity at such a low cost," says David Johnston, principal of McGill University. The question is: Do we have a Harvard? In their quest to promote uniform funding and access from coast to coast, critics charge that Canadians may be settling for mediocrity as the norm. "We are not comfortable with elitism or excellence," says Johnston. "We need to create conditions where the tall poppies can grow."

Which begs another question: Just how well do Canada's best universities fare in comparison with the leading U.S. institutions? A Merlot's comparison of Canadian and selected U.S. schools, using

with the increased attention to global comparisons, Michigan's year explored how Canadian universities compared with selected prominent U.S. schools. Because many of the best-known U.S. schools have medical facilities, the survey was limited to Canadian universities in the Medical/Dental category. Performance measures—chosen to both countries—were designed in consultation with several U.S. education experts as well as Georges Lemelin, the statistics unit lead. Those who submit the magazine on its annual listings. In the review of leading universities, special attention to the main rankings were almost identical for both the international students and library holdings. It does not mean that the two are multiplied by one-third to get a full-time equivalent figure (FTE). As a result, the placement of Canadian universities in the other listings slightly from situations a main ranking. In fact, due to the limitations imposed by cross-border comparisons, the two surveys measure different elements of performance and cannot themselves be compared. The 12 common measures with weightings in parentheses are:

## WHERE NORTH AMERICAN LEADERS STAND

**Freshman Retention Rate (12%)** the proportion of first-year students who return the following year

**Average Graduate Grade/GPA Score (12%)** the first-year grade of entering first-year students in Canada, as well as a standard score for comparison with average scores from the U.S. Graduate Academic Test

**Proportion Who Graduate (11%)** the proportion of full-time students who earn a degree within one year of the expected graduation date

**International Students (6%)** the proportion of all students who are foreign residents, holding valid student visas

**Faculty With PhD (12%)** the percentage of full-time faculty holding doctorates

**Student Faculty Ratio (12%)** the ratio of FTE faculty to FTE students

**Operating Budget (12%)** the total operating expenses per FTE student, excluding funds spent on student pay costs. These expenses, funded by large debts, are all in its value to compare

**Scholarships and Bursaries (5%)** the proportion of the budget allocated to scholarships and bursaries

**Student Services (5%)** the proportion of the budget allocated to student services

**Library Holdings (5%)** the total number of volumes per student

**Library Acquisitions (5%)** the proportion of the library budget allocated to acquisitions

**Library Expenses (12%)** the proportion of the operating budget allocated to libraries, including salaries

**Sources:** Maclean's selected U.S. data through the Institute for International Education; the Association of American Universities; the U.S. Department of Education; and the Association of American Colleges. Canadian data came from the annual survey of universities.

CANADIAN AND U.S. UNIVERSITIES	STUDENT BODY				FACULTY		FINANCIAL			LIBRARY		
	Enrollment Ratio	Average Grade	Proportion Who Graduate	Left Students	Faculty With Ph.D.	Student/Faculty Ratio	Operating Budget	Scholarships & Bursaries	Student Services	Books Per Student	Acquisitions	Expenditures
YALE	1*	3	3	5	9	3*	1	3	8	1	8*	8
HARVARD	1*	1	1	3	1*	4	3	7	12	3	13	10
COLUMBIA	3*	3	3	5	4*	3*	5	10	3	4	13	13
BROWN	5*	4	3	4	1*	3*	3	4	3	4	8*	8
CHICAGO	4	4	10	4	1*	1	4	3	14	3	7	11
TULANE	8	13	13	11	4*	3*	7	1	1	8	3	18
QUEEN'S	7	5	7	13	12	12	14	11	4	7	4	3
MICHIGAN (Ann Arbor)	3*	0	0	10	4*	8	4	4	7	18	9	13
MCGILL	11	7	4	7	7	10	8	13	13	13	14	7
TORONTO	9	10	4	8	11	15	15	6	5	13	11	1
OTTAWA	13	15	8	15	10	13	11	13	4	3	15	4
McMASTER	12	11	11	14	8	14	13	15	10	11	3	3
DALHOUSIE	13	12	12	13	14	11	15	6	8	1	1	3
BOSTON	10	14	14	5	13	8	8	3	13	14	4	14
UNC	14	8	15	8	13	7	10	14	11	12	10	4

Source: Maclean's

common indicators, revealed that wealthy Ivy League colleges clearly come out on top. Although Canadian universities are truly world-class in their ability to compete with the lower half, the clear comparisons challenge a common suspicion among Canadians that their schools, historically dependent on transfer payments from the federal government, simply do not have enough financial fuel to win the academic wars. As a result, top U.S. universities, with large private endowments, are able to bring in more faculty per student, keep their class sizes small, and still have money left over.

But, if sharing the pie with the University of Victoria in Memorial St. John's means that no university gets fat, it also means that none goes hungry. Such Canadian school offers its students reasonable value. In Canada, a healthy proportion of the dollars are spent on student services and libraries. By contrast, U.S. education experts agree that their schools must as little more than degree shops, with distracted faculty,

poor facilities and minimal respect in the academic community. Unlike Canada, the lion's share of research contracts, top students, and scholars flow to a handful of America's 354 colleges and universities—which 13% are privately funded. "The gap between our best and worst schools is very, very wide," says Jim Doherty, an education specialist with the Arlington, Va.-based National Science Foundation. Still, such gaps have allowed some winners to thrive. "One of the great virtues of the American system is its diversity," says Johnston. "We need to encourage excellence without losing equality of opportunity."

As with other social programs, access has traditionally been the cornerstone of Canada's education system. Despite rising call for more, Canadian schools remain relatively open to applicants in the first year. In the last decade, however, students are needed out. Maclean's comparison of freshman retention rates—the number of first-year students who return for second year—illustrates the point: Leading U.S. schools ad-





# Strategic Studies

## Experts offer hot tips for a cold job market

*Career Opportunity: University graduates wanted immediately for managerial trainee position in a fast-growing chain of coffee and doughnut service outlets. Some morning and weekend shifts. Minimum wage. No tips. Some fig. baited and gosh polygraph system implied.*

Unprecedentedly inflated university student expenditures, such a ruse would be a familiar sight in classified ads across Canada. With the economy reeling in a punishing slump, many students are questioning whether any degree will improve their job prospects. Those who forecast job trends say that some of that cynicism is understandable. But they add that a university degree, or a college diploma, still significantly improves an individual's chances of landing a job, particularly if students choose their courses wisely.

### UNEMPLOYMENT RATES OF RECENT GRADUATES

MAJOR	UNEMPLOYMENT RATE (%)
Bachelor Degrees	
Pharmacy	1
Computer Science	6
Mathematics	6
Civil Engineering	6
Commerce	7
English	11
Physics	14
Psychology	15
Biology	18
History	18
Political Sciences	24
Professional and Graduate Degrees	
Medicine	2
Law	7
English MA	24

Source: Job Market Information and Employment Data, 2005. In October 2005, the unemployment rate in Canada was 10.2 per cent.

The first tip from the experts: Stay in school. In October, among Canadians aged 15 to 24, the unemployment rate for university graduates was 6 per cent, for those with a college diploma or an equivalent trade certificate, it was 12.5 per cent. That compares with a rate of 14 per cent for high-school graduates, and 22.3 per cent for high school dropouts. What is more, the value of higher education is on the rise. According to Employment Canada projections, one-half of all new jobs created in the 1990s will require at least some postsecondary training, compared with less than a quarter of those in 2000.

Tip number 2: Don't stay away from math, science and computer courses. A 1998 study by Employment Canada, entitled *Job Future*, which was based on a survey of 1986 graduates, showed that the unemployment rate among arts specialists was far higher than among those with backgrounds in mathematics, applied sciences or computer sciences (see box). But Wayne Bath, director of Employment Canada's Labour Market Outlook division, says that many students are not looking at employment horizons when choosing a major. "In some of the courses where the demand for graduates has increased the fastest, like computer science," notes Bath, "the proportion of students graduating in those fields is actually declining."

Tip number 3: Don't overspecialize. Although a minority of employers and job placement counsellors recommend focusing on a specific field, most urge students to remain flexible and to study a wide range of subjects. The Employment Canada study reported that new graduates of bachelor-level programs in the pure sciences, such as physics, chemistry and biology, were just as likely to be unemployed as those with arts backgrounds. And even graduates of some specialized community college programs, like literary technologies, were caught by economic downturns in their industries.

Still confused? For more down-to-earth guidance, *Maclean's* Research Reporter John Cusack and Associate Thomson Editor John Daly asked more prominent Canadians for their reflections and advice.



**JOHN KENNETH GALBRAITH, 65**  
Retired economist and author of  
*The Affluent Society*

Before going on to do graduate studies in economics at the University of California at Berkeley, Galbraith studied animal husbandry at the Ontario Agricultural College. Now the University of Georgia. There, he took what he considers the least useful course of his undergraduate years. "It was called *Panama and Panama*," Galbraith says. "Known to students at the time as *Panama and Shitazoo*." A celebrated economist and academic adviser to president John F. Kennedy, Galbraith warns against viewing a university education solely as job training. "There is nothing so limiting," he says, "as specialization."

**JOHN KIM BELL, 40**  
Composer, conductor, president  
of the Canadian Native Arts Foundation

Bell, who graduated with a bachelor of arts degree in music performance from Ohio State University in 1975, remembers his sophomore-day piano practice sessions as "character

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building." Adds Bell, "I took a lot of discipline to sit at that typewriter every day—and that discipline is crucial to success." Bell maintains that his years in adversity were "a waste of time." And he says that the most valuable lesson can only be learned on the job. "I grew a lot when I worked as a Broadway conductor, learning such basic job skills as writing, public speaking, organizing, lead-outing and budgeting."

**SUE COLEMAN, 36**  
Vice president and external fund manager,  
Alvanta Management Ltd.

At Carleton University in the 1970s, Coleman specialized in behavioral pharmacology, which she describes as "going drugs to rats and watching what happens." It was nothing apart from her current job as manager of Alvanta's hot Special Growth Fund. But Coleman says that taking a variety of subjects, especially in the sciences, gives students an edge. "It is a classic case of learning how to learn," she says. "You don't get intimidated as easily because you know a bit about everything."

**ROBERT HALLBAUER, 63**  
President, Canam Ltd.

Hallbauer's advice for university students: "If I wanted to be successful, I'd say take up both

things." Even her advice booky career has proved helpful in analyzing "historically a lousy stock." But there are limits. "I took an art appreciation course one year and the first assignment was to identify paintings by their brushstrokes," she chuckles. "I was hopeless at it, and ended up dropping it."

**GEORGE COHON, 55**  
Senior chairman, McDonald's Restaurants of Canada Ltd.

Cohon obtained a law degree from Northwestern University in Chicago in 1962. He says that he loved debating in university because it taught him how to think an argument through. Now, his company gives many university students their first taste of job experience. Reluctantly, Cohon advises students to take courses that turn you on. Maybe you'll end up doing what you studied. Maybe not.

**ROBERT HALLBAUER, 63**  
President, Canam Ltd.

Hallbauer's advice for university students: "If I wanted to be successful, I'd say take up both



**MARGOT FRANSEN, 41**  
President, The Body Shop Canada

Fransen has opened more than 350 Body Shop stores in the past 14 years—and has done plenty of hiring along the way. She says that she looks for "people with integrity, intelligence and problem-solving skills." She also performs "interviews unannounced by experience." Students, she adds, should study anything that gets their creative juices flowing—"definitely not something that only relates to getting a job." In fact, Franssen, who studied philosophy at York University, says that the most useful course she took "was a humanitarian course or love."

money law." All kidding aside, Hallbauer says that when he graduated from the University of British Columbia in 1954 with a bachelor's degree in mining engineering, the Canadian resource sector was in a slump. "I had a tough time getting a job," he says. Now that jobs are scarce again, Hallbauer urges students to choose their courses to match a career in mind. People who advise them just to take subjects they enjoy, says Hallbauer, "don't know where the money comes from in this country."

**SHARON CARSTAIRS, 38**  
Former leader, Manitoba Liberal party, now teaching political science at the University of Manitoba

Students, says Carstairs, "should be going to university to get the broadest possible education"—both inside and outside of the classroom. When she started Dalhousie University in the 1950s, Carstairs recalls, "I gained as much by being involved in drama productions, or student council." Today, she says, "the students are all concerned about not missing

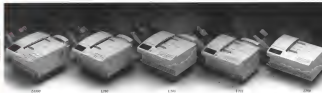
their grade-point averages." Yet, despite all that hard work, Carstairs says that a single undergraduate degree is worth less to employers now than it was in her day. "Young people are just going home to school that day they are going to have to go to school longer."

**RONALD CHARLES, 48**  
Partner, Colwell Partners  
Among Is International Inc.

Charles, whose firm recruits top-level executive talent for corporate clients, sees a big gap between what students are studying and its relevance to the job market. The most university students who have two degrees and can't get a job," says Charles. "Many end up going to a community college to get the skills they really need for the workforce." Charles says that "young people have to go out and start their own businesses." He also encourages university students to decide early as whether they will be specialists or generalists. "Students have to understand that specialists usually work on a contract basis," he warns. "Few are being hired lifetime anymore." □

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**CHRISTOPHER ONDAATJE, 55**

Author and chairman,  
The Ondata Corp.

"Canada is full of overlooked people," says Ondaatje, who dropped out of high school at the age of 17. "There simply are not enough jobs to go around and if you think the situation is going to improve, you're deluding." Ondaatje cautions that students may have to go outside Canada to pursue their careers. "Study wherever, but be sure you can apply to a global level," he says. "Your knowledge can be used in places where it is in great need, such as southeast Asia for example."



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# AGAINST THE GRAIN

Carleton and Memorial refused to participate

The third annual Maclean's ranking of universities includes a record 51 institutions, compared to 45 last year and 46 in the inaugural year. The expanded lineup introduces two new institutions in Ontario that gained university status in the past year—Nipissing University in North Bay and Trent's Oshawa Polytechnic University. As well, the five largest branches of the six-campus Université du Québec agreed to take part individually this year. That reversed a decision last year by the five—the largest being the 45,000-student Université du Québec à Montréal (404)—to submit a single, largely unanswered questionnaire. But this, as Maclean's began collecting information in September, two previous participants backed out, citing different reasons. The dropouts, Memorial University in St. John's (504), and Ottawa's Carleton University, still appear in the 1993 rankings, however, according to calculations based on available data.

In the case of Memorial, ranked eighth out of 51 in the Comprehensive Universities category last year, president Arthur May said he was "disturbed by the subjective appraisal" of his ranking. He calls the process "totally flawed" on the grounds that the practice of weighing 25 separate measures of excellence and "heavily subjective." But Maclean's consulting statistician Georges Lefebvre disagrees, noting that the system devised for the ranking allows no single indicator to unduly affect the final result.

Carleton's desistance, meanwhile, is in line with complaints that began when it placed 44th out of 50 universities in the inaugural ranking exercise two years ago. Last year when Maclean's grouped the universities in the current three categories, Carleton placed sixth among the 12 Comprehensive. But this year, president Robt. Farquhar announced that Carleton would not even fill in Maclean's questionnaire, partly because it did not want to spend resources on it at a time of funding cutbacks—a situation that did not stop 35 other Ontario universities from taking part. Farquhar also complained that



**Senior Claude Carbo of UQAM. An odd 40 others decided to be accessible.**

Carleton's comparatively low entrance requirements cost it points in a ranking system that values entry to the grade average of entering students.

Maclean's ranked the two dropouts according to new data on three indexes that the magazine collects independently—student and faculty awards, and reputation. It used their 1992 information for the rest, then imposed 50-point penalties for a possible total of 1,000 points for failure to open their books. The dropouts were also affected by the full participation of one more institution than last year in their category—UQAM. Its complete responses moved it from 12th place last year to sixth among this year's 12 Comprehensives. In the end, Carleton dropped three places, to fourth, and Memorial down to eleventh.

May said that Memorial was in fact filling in the Maclean's questionnaire and would make the information available this week. Carleton, too, said it would produce its own indicators, that neither party addressed the goal of the annual Maclean's ranking: to show low standards across the country to make an informed choice of universities, based on a comparison of their relative strengths and weaknesses.

DAVID DRAFF

MAZDA  
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# ACADEMIC BRIEFS

Thumbnail sketches of town and gown

Black university in the Midwest's survey has a unique history, a distinct mission—and its own particular strengths. Laval, by far the oldest, is now in its fourth century. Founded in 1868, it was the first African American university in the United States. Laval, now in its fourth century, is now in its fourth century. Laval, now in its fourth century, is now in its fourth century.

**ACADIA:** Wolfville, N.S. (1868). President: Robin Ogilvie. Full-time students: 3,642. Part-time students: 637. Tuition: \$2,515.

Founded as a Baptist college, Acadia now has no religious affiliation. While it does have an outstanding undergraduate honors program, with all students producing a thesis or a major research project, an impressive student-to-faculty ratio, and a reputation for excellence in teaching, Acadia plays a central role in the picturesque community of Wolfville, the school's enrolment, which includes a large proportion of international students, exceeds the town's population.

Distinguished alumni: Sir Charles Tupper, prime minister of Canada in 1896, photographer Frances Patterson.

**ALBERTA:** Edmonton (1907). President: Paul Desautels. Full-time students: 28,318. Part-time students: 4,207. Tuition: \$2,224. Canada's third-largest university, in terms of full-time enrolment,



Acadia: a hard-earned reputation for excellence in teaching

also enrolls, Alberta offers an exceptional range of courses. Among its many facilities, agriculture, forestry, dentistry and pharmacy. Zoology professor David Schneider received the 1993 Award of Distinction from the Manning Awards Foundation. And Alberta's medical school and nursing school teaching hospital have won renown for groundbreaking research in diabetes.

Distinguished alumni: former prime minister Joe Clark, former Alberta premier Peter Lougheed, writer W. O. Mitchell.

**BISHOPP'S:** Lanesville, Que. (1943). Principal: Hugh Scott. Full-time students: 3,302. Part-time students: 349. Tuition: \$1,500.

Set in the rolling hills of Quebec's Eastern Townships, Bishopp's draws students from across Canada. Renowned for its school spirit, Bishopp's is committed to instilling its full-time enrolment,

concentrating on undergraduates. As a result, the school has an excellent student-to-faculty ratio. Distinguished alumni: author Brian Stiller, former New Brunswick premier Norman Webster, former editor of the Montreal Gazette.

**BRANDON:** Brandon, Man. (1899). President: Dennis Anderson. Full-time students: 3,732. Part-time students: 3,336. Tuition: \$2,892.

Brandon established Canada's first native studies program in 1971. It now offers classes on native literatures and courses in Cree, Ojibwa, Sioux and Inuit languages. Up to one-third of Brandon students are status Indians, and the university is a leader in community-based teacher training, enabling students in northern Manitoba to obtain a degree while remaining at home. As well, Brandon has an enviable record of multi-cultural study. Distinguished alumni: former

NHP leader Tommy Douglas, long-time former MP and parliamentary expert Stanley Knowles.

**BRITISH COLUMBIA:** (1900). President: Cecil Sturgis. Full-time students: 22,696. Part-time students: 6,191. Tuition: \$2,040.

The sprawling, forested campus contains a golf course, Japanese gardens and a museum of anthropology featuring one of the world's best Northwest Coast Indian collections. Although noted for its strength in commerce, forestry, engineering and biology, UBC offers courses in almost any discipline. The university has also forged strong links with the Pacific Rim, with about 90 courses focused on Japan alone, as well as numerous joint projects and exchanges throughout Asia. Distinguished alumni: former prime minister John Turner, scientist Allan Frothingham, B.C. Premier Michael Harcourt.

**BROCK:** St. Catharines, Ont. (1828). President: Terence White. Full-time students: 6,148. Part-time students: 4,836. Tuition: \$3,250.

Located in Ontario's Niagara region, Brock offers a small-town atmosphere. Undergraduate science education is a specialty at Brock. The university is also known for its Great Books Program, a four-year degree concentrating in liberal studies, with courses in logic, literature, politics, criticism, science and Latin or Greek. Distinguished alumni: Christine Pechmann, co-host and executive producer of CBC's *Newsweek's Business Week*, former editor and publisher of *Unleashed* News.

**CALGARY:** Calgary (1946). President: Murray Fraser. Full-time students: 28,205. Part-time students: 4,802. Tuition: \$2,044.

Since becoming autonomous from the University of Alberta in 1966, Calgary has emerged as a leading research university. It boasts award-winning government-sponsored research activities, called Federal Centres of Excellence, as well as numerous other research facilities, including centres dedicated to Arctic studies, space exploration and petroleum engineering. It also offers the country's only combined engineering and humanities degree. Distinguished alumni: Dr. Robert Threlk, Canadian astronomer, bio-

chancellor Gennie Gail, winner of the American Dietetic Association's 1990 Outstanding Scientific Achievement Award.

**CARLETON:** Ottawa (1942). President: Robin Farrier. Full-time students: 15,883. Part-time students: 6,584. Tuition: \$2,026.

Carleton offers both undergraduate and graduate journals programs that attract students from across the country. Drawing on its position in the nation's capital, the university also offers excellent programs in public administration, political science, international affairs, telecommunications and Canadian cultural studies.

Distinguished alumni: Angus Reid, founder, the Angus Reid Group polling firm; Arthur Kent, host of CBC's *Man Alive*.

**CONCORDIA:** Montreal (1954). Rector: Patrick Huard. Full-time students: 12,823. Part-time students: 12,248. Tuition: \$1,613.

Concordia attracts creative undergraduates to its fine art, film and highly regarded communications studies programs. Renowned for its innovative approaches to education, Concordia was the first university in the Western world to set up joint doctoral programs with universities in the People's Republic of China. As well, it is home to the *Simone de Beauvoir* Institute, established eight years after it modeled Canada's first women's studies program in 1975. Distinguished alumni: novelist Mordecai Richler; architect/author Wolfe Ptolemy.

**DALHOUSIE:** Halifax (1818). President: Howard Clark. Full-time students: 5,367. Part-time students: 1,408. Tuition: \$2,658 (4 yrs), \$2,780 (5 years).

Known as the research powerhouse of Atlantic Canada, Dalhousie is also one of Canada's oldest and most respected universities. Home to 10 research institutes, including the Centre for Marine Geology, the Centre for African Studies and the Health Law Institute, the school offers a wide variety of graduate programs. The progressive law school has produced a fifth who are Canadian politicians and lawyers.

Distinguished alumni: New Brunswick Premier Frank McKenna, former Prime Edward Clark, premier Joe Clark.

**QUEEN'S:** Kingston, Ont. (1828). President: Meredith Rosewell.



Debrae's *Kilrea* library research, law and sciences

Full-time students: 12,826. Part-time students: 3,149. Tuition: \$2,026.

Queen's has established an international reputation for its agriculture and veterinary medicine programs. As well, the university has developed innovative approaches to arts and science education, offering degrees that focus on ecology, human settlements, international development and European studies. Queen's has also developed a series of transfer programs, on such subjects as laboratories and personal finance, to help students adjust to the demands of university life.

Distinguished alumni: federal NDP Leader Audrey McLaughlin, economist John Kenneth Galbraith.

**LANCASHIRE:** Thunder Bay, Ont. (1955). President: Robert Reschert. Full-time students: 3,331. Part-time students: 2,280. Tuition: \$2,626.

Lakeshore has become much of us curious to reflect the environment and natural resource economy of Lake Superior's north shore. The forestry program emphasizes sound management of northern boreal forests. The university also invests heavily in its athletic program and a catch program in nursing, teaching and engineering, which together bring about 750 native students to Lakeshore each year. In 1993, Lakeshore became the first Canadian university to receive the prestigious Rockefeller Foundation Humanities Fellowship, a \$250,000 award granted to recog-

nition of the school's initiative in expanding its philosophy. Distinguished alumni: Ontario Liberal Leader Lyn McLeod, native artist Joyce Kozakovic.

**LAURENTIAN:** Sudbury, Ont. (1965). President: Ross Fall. Full-time students: 5,345. Part-time students: 2,713. Tuition: \$2,026.

Set among rocky, forested hills, Laurentian's scenic 700-acre campus overlooks three lakes. Officially bilingual, Laurentian awards graduating students a certificate of bilingualism when they pass a written and oral language test in their second language. Known for its studies in mining engineering, Laurentian has also become a world leader in ecological recovery research. This year, in collaboration with McMaster University and Ryerson Polytechnic University, Laurentian launched Canada's first bachelor's degree program in mid-winter.

Distinguished alumni: Olympic gold medalist Alex Baumann, native artist Lionel Bell.

**LAVAL:** Quebec City (1663). Rector: Michel Gervais. Full-time students: 15,470. Part-time students: 13,140. Tuition: \$1,830.

North America's first bilingual university, Laval graduated many of the architects of Quebec's Quiet Revolution. Still one of the province's premier postsecondary institutions, Laval offers a full range of professional degrees. Through affiliated schools, it also offers architecture and pharmacy programs, as well as

Quebec's only French-language forestry and agriculture degrees. Laval places heavy emphasis on research, participating in 10 government-sponsored Federal Centres of Excellence, notably robotics and genetics. Distinguished alumni: Prime Minister Jean Chretien, publishing magnate Conrad Black.

**LETHBRIDGE:** Lethbridge, Alta. (1967). President: Howard Tempest. Full-time students: 4,363. Part-time students: 954. Tuition: \$2,136.

A small university with a focus on undergraduate education, Lethbridge marks that its students take a mix of humanities, social sciences and natural sciences. Lethbridge is known for its Native American studies program, which offers three distinct bachelor's degrees in arts, business management and education. The university has been working on programs with the native community for more than 15 years.

Distinguished alumni: Leroy Little Bear, former legal adviser to the Assembly of First Nations and now chairman of Native American studies at Lethbridge; Wendy Nelson, soprano with the Canadian Opera Company.

**MANITOBA:** Winnipeg (1827). President: Arnold Nulmak. Full-time students: 15,446. Part-time students: 7,723. Tuition: \$2,156 (domestic only), \$2,433 (foreign).

The oldest university in Western Canada, Manitoba is one of Canada's major research universities, with specialties in medicine, engineering and agriculture. As well, Manitoba excels at serving the needs of many less traditional students, offering noncredit professional and management courses to more than 10,000 people each year. The university also has a special outreach program that encourages active students to study social work, engineering, nursing and education, and to enrol in prerequisite courses for medicine, dentistry and law.

Distinguished alumni: former governor general Edward Schreyer; Gord Murray, national chief, Assembly of First Nations.

**MCGILL:** Montreal (1828). Principal: David Johnston. Full-time students: 20,215. Part-time students: 8,923. Tuition: \$1,515.

Often dubbed the Ivy League school of the north, McGill draws more Americans per capita than

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the 1988 Olympic silver medal in ice synchronized swimming.

**Distinguished alum:** astronaut **Robert Bondar**, Lincoln Alexander, former Ontario lieutenant-governor.

**MEMORIAL:** St. John's, Nfld. (1925). President **Arthur May**. Full-time students: 13,751. Part-time students: 4,885. Tuition: \$2,966.

The largest university east of Montreal and Newfoundland's only university, Memorial is well-known for its expertise in marine biology, oceanography and sea formation studies. It is also home to Atlantic Canada's only school of pharmacy. Although a coastal school, St. John's Memorial's extensive distance learning program brings university courses to all parts of the province.

**Distinguished alum:** John **Frank**, editor of *Saturday Night*, Newfoundland Premier **Clyde Wells**.

**MONCTON:** New Brunswick (1963). President **Jean-Benoit**. Full-time students: 8,474. Part-time students: 2,288. Tuition: \$2,510.

New Brunswick's only francophone university is a major centre for the study of Acadian culture, and attracts French-speaking students from across Canada. Moncton's law school was the first in the world to offer

common-law studies in French and has gained widespread recognition for its research in that area. The *Aplos* Blues, Moncton's hockey team, have been the Canadian champions three times since 1980.

**Distinguished alum:** writer **Antoine Maillet**, winner of the Prix Genoux; senator and former New Brunswick premier **Louis Robitaille**.

**MONTREAL:** Université de Montréal (1827). President **René Lévesque**. Full-time students: 29,513. Part-time students: 25,536. Tuition: \$4,444.

North America's largest francophone university has an international reputation for groundbreaking research, particularly in health sciences. With more than 50,000 students, Montreal and its affiliated schools—École polytechnique (engineering) and École des hautes études commerciales (business)—offer a huge array of courses. Montreal draws an unusually high number of women in medicine, dentistry and veterinary studies. In fact, 56 per cent of last year's undergraduate degrees went to women. In 1993, faculty received five of 14 Killam research fellowships awarded nationally by the Canada Council.

**Distinguished alum:** former prime minister **Pierre Elliott Trudeau**, **Sylvie Fréchette**, winner

of the 1988 Olympic silver medal in ice synchronized swimming.

**MOUNT ALLISON:** Sackville, N.B. (1843). President **John McNeil**. Full-time students: 2,021. Part-time students: 875. Tuition: \$2,930.

One of the smallest student body sizes with averages of 38 per cent or better. And so of every 10 students came from outside of New Brunswick—the highest out-of-province ratio of any university in the country. The university features a close-knit campus atmosphere, and undergrads can often take part in research projects with faculty. Mount Allison has produced 41 Rhodes Scholars in 88 years.

**Distinguished alum:** artist **Neil Galvin**, Catherine **Quibbick**, premier of Prince Edward Island.

**MOUNT SAINT VINCENT:** Halifax (1873). President **Robert F. McNeil**. Full-time students: 3,963. Part-time students: 1,449. Tuition: \$2,439.

Established by the Roman Catholic Sisters of Charity to educate women, the university began accepting men only in 1967. But Mount Saint Vincent remains the country's leader in providing equal opportunities for women, who make up 65 per cent of the student population. Its emphasis on accessibility—with flexible class times and distance education—has attracted a large number of students with family and work responsibilities. The school also set up an institute for the Study of Women in 1981, a women's studies department in 1984 and an honour program in women's studies in 1986.

**Distinguished alum:** **Helmut Luber**, **Willy Menzies**, **Carolyn Wells**, founding member of the National Black Coalition of Canada.

**NEW BRUNSWICK:** Fredericton (1827). President **Robin Armstrong**. Full-time students: 8,421. Part-time students: 3,074. Tuition: \$2,476.

The second oldest university in Canada, New Brunswick's two campuses offer the intimacy of small schools with the resources of a larger institution. The university is widely recognized for its excellence in nursing and engineering—it has the only forest engineering program in the country. Students can also pursue studies on the Atlantic region and in Third World studies.

**Distinguished alum:** political

**NISSISSING:** North Bay, Ont. (1952). President **David Johnston**. Full-time students: 1,698. Part-time students: 452. Tuition: \$2,935.

Set on a 700-acre escarpment of wood-land overlooking the city of North Bay, Nipissing became an independent university in 1982, after 25 years as an affiliated campus of Laurentian University in Sudbury. Nipissing offers undergraduate degrees in a variety of programs, including administrative studies, environmental geography, social welfare and education. An average class size of 30 makes for an intimate learning atmosphere, and students are actively encouraged to participate in faculty research projects. Although 350 km north of Toronto, Nipissing attracts more than a quarter of its students from southern Ontario. And it has expanded its reach internationally through faculty and student projects in the Caribbean, France and Germany.

**Distinguished alum:** Ontario Conservative Leader **Michael Harris**.



Not class at Nipissing: a place for innovative learning.

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enrolled with at least an 80-per-cent average. This university is particularly strong in law, engineering and political science. Ninety per cent of students are from outside Kingston, making Queen's one of the most residential universities. The campus may be less well known for its sports facilities, but it has excellent football games and a homecoming weekend that draws thousands of alumni from across the country.

**Distinguished alumni:** author Robertson Davies, David Dunlap, former Canadian ambassador to the United States, former executive vice-president of IBC Inc.

**REGINA: Regina (1974).**

**President:** Donald Wells. **Full-time students:** 7,426. **Part-time students:** 6,421. **Tuition:** \$2,444.

Regina has Western Canada's only arts baccalaureate in journalism. A program in Indian communications arts prepares adult students for entry into the school of journalism or to work on reserve papers. It is also home to the renowned Saskatchewan Indian Federated College. North America's only native-born degenerative postsecondary institution. Two years ago, the university opened a \$10-million Language Institute to enhance the teaching of French and to promote and preserve French culture in Saskatchewan.

**Distinguished alumni:** TV journalist Pamela Wallin, John Fowles, leader of the Australian Liberal party.

**ST. FRANCIS XAVIER: Antigonish, N.S. (1952).**

**President:** David Lawless. **Full-time students:** 2,865. **Part-time students:** 75. **Tuition:** \$2,494.

Former prime minister Brian Mulroney's alma mater aims for excellence in teaching the undergraduate. In fact, in the Privately Undergraduate category of the Maclean's survey, St. Francis Xavier had the highest percentage of first-year class members taught by tenured and tenure-track graduate professors. Its Faculty International Institute offers a community leadership development course to people from more than 60 developing countries. Begun in 1958, it is named after Moses Cooley, one of the two St. Francis Xavier graduates who started the "Antigonish movement," a series of self-help initiatives for Newfoundland farmers and fishermen in the 1920s.

**Distinguished alumni:** Richard Gaskin, former president of Newfoundland Fisheries, Food and

Alfred Winkler (fish, sportscaster Danny Gaskin).

**SANT MARY'S: Halifax (1902).**

**President:** Kenneth Brown. **Full-time students:** 4,895. **Part-time students:** 2,778. **Tuition:** \$2,450.

The university admitted only men until 1956, and remained non-sectarian by Jesuits until 1978 when it became an independent lay institution. In addition to strong arts and science programs, Saint Mary's is known for its executive and adult development programs in subjects ranging from business to science. The university is also a leader in providing resources and facilities for students with physical

and handicapped studies. And St. Thomas's small size does have its own advantages: the university is able to foster strong ties among students, alumni and staff.

**Distinguished alumni:** novelist David Adams Richards, Sharnie Lynn Pich, children's writer

**SASKATCHEWAN: Saskatoon (1907).**

**President:** George Irving. **Full-time students:** 14,990. **Part-time students:** 2,052. **Tuition:** \$2,396.

As the research centre for a province whose economy relies heavily on farming, agricultural studies have a high profile at the University of Saskatchewan, Canada's

largest in the country. The university offers that work-study option to undergraduate students in 16 disciplines and to graduate students in business administration and economics. Saskatchewan's medical school, a leading research centre within Quebec, has an immense impact on the local community.

**Distinguished alumni:** Sherbrooke Centre executive MP Jean Charest, Laurent Bessade, chairman and chief executive officer of Bombardier Inc.

**SIMON FRASER: Burnaby, B.C. (1961).**

**President:** John Huckle. **Full-time students:** 20,246. **Part-time students:** 12,295. **Tuition:** \$2,640.

Under the university's progressive transfer system, students can start their school year in the fall, winter or spring. The 12-month schedule allows full-time students, most attending the neighbouring Burnaby campus, to earn their degrees faster than at most traditional institutions. Simon Fraser also offers co-op programs in several disciplines, including chemical engineering, communications and engineering. The modern downtown Harbour Centre campus on Hastings Street caters to part-time and evening students. Simon Fraser's staff includes one of Canada's best-known economists, Richard Lippy.

**Distinguished alumni:** Margaret Trudeau, Kimpo, co-wife of Pierre Trudeau, runner Terry Fox.

**TORONTO: Toronto (1827).**

**President:** Robert Pickard. **Full-time students:** 27,816. **Part-time students:** 15,517. **Tuition:** \$2,015.

Size, diversity and prestige lie in the hallmarks of U of T, Canada's largest university. It has 120 academic departments, 49 faculties, 16 newspapers, eight affiliated undergraduate colleges and more than 385,000 graduates. The university is known for its research programs in astrophysics (John Parys) and staff and PhD programs in 67 disciplines ranging from aerospace sciences to zoology.

**Distinguished alumni:** prime ministers William Lyon Mackenzie King and Lester B. Pearson, writer Margaret Atwood.

**TRINITY: Peterborough, Ont. (1963).**

**Academic President:** David Morrison. **Full-time students:** 3,845. **Part-time students:** 1,423. **Tuition:** \$2,325.

Teaching is the top priority and



Engaging class of Simon Fraser progressive

classroom. Athletics is an important feature of campus life, with almost 70 per cent of all students participating in varsity or intramural sports.

**Distinguished alumni:** Mel Little, former Nova Scotia member of supply and services, Jay Abbots, Nova Scotia member of labor

and first university to offer programs in both agriculture and liberal arts. More than three-quarters of the 2,000-acre campus is devoted to a farm, and the university is highly regarded for its work in advanced technology, having forged strong links with industry through Innovation Place, one of the 30 largest research parks in the world. Saskatchewan has also earned respect for its professional schools in law, medicine, nursing, pharmacy and veterinary medicine.

**Distinguished alumni:** former prime minister John Diefenbaker, Guy Ray, Ray Hnatylynsky.

**ST. THOMAS: Peterborough (1944).**

**President:** Oswald G. Brierley. **Full-time students:** 1,719. **Part-time students:** 305. **Tuition:** \$2,847.

Students get the best of both worlds at St. Thomas—the intimacy of a small institution with full access to the resources of the University of New Brunswick (also located just across the street). St. Thomas shares U of N's library, athletic centre and student facilities.

Reflecting the university's Roman Catholic roots, St. Thomas's liberal arts program attracts religious

and humanistic studies. And St. Thomas's small size does have its own advantages: the university is able to foster strong ties among students, alumni and staff.

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## It really hits home

*There are no prison walls so thick, no confinements so solitary as those created by family violence. It destroys more lives than heart disease, cancer, automobile accidents or AIDS.*

### Look Around

Family violence is largely under-reported. It knows no boundaries, respects no religious, ethnic, political or income group. When abuse happens, we all suffer. The human and financial costs of family violence are staggering.

### Muriel McQueen Fergusson Foundation: Committed to Change

The Muriel McQueen Fergusson Foundation is raising \$2.5 million to establish a permanent Centre for Family Violence Research.

### Why Research?

In order to develop and implement solutions to this critical social issue, we have to understand the problem better.



# Family Violence

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Thank you for your help. Joining together for answers.

practitioners spend less hours than in class each week than the national average. Partly as a result, Trent has the smallest median first-year class size of any university in the Maclean's survey. Trent established Canada's first native studies program in 1980 and will begin offering its sole PhD program—in watershed ecosystems—this January. Along with nearby Sir Sandford Fleming College, Trent offers joint programs in museum studies, nursing and geographical information systems, which combines geography and cartography.

Distinguished alumni: Rob Marshall, Olympic gold medalist in rowing; writer Yann Martel.

**THE UNIVERSITY OF CALGARY**  
**Cape Breton (CBCR):** Sydney, N.S. (2074). President: Jacques Scott. Full-time students: 2,517. Part-time students: 393.

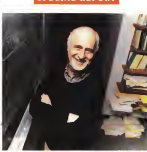
**THE UNIVERSITY OF CALGARY**  
 Both a bridge between the Nova Scotia business institute at Technology and the Sydney campus of St. Francis Xavier University, UCCB is the only postsecondary institution in Canada to grant co-opers, technical diploma and trade certificates. UCCB encourages transfer between its different programs and offers academic concentrations that provide the opportunity to study both liberal and technological courses. Home to the Atlantic region's only undergraduate degree in environmental technology, UCCB also offers training in high-tech computer-aided engineering.

Distinguished alumni: General Lewis Mackenzie, to merit command of the United Nations peacekeeping force in Bosnia-Herzegovina; David Drogval, minister of public works.

**VICTORIA** (VITA) (1962). President: David H. MacLennan. Full-time students: 3,623. Part-time students: 6,706. Tuition: \$1,943.

The university offers the only co-op law program in the country. Students can also take co-op options in subjects ranging from computer science to creative writing. Victoria was the first English-language Canadian university to offer a degree program in child and youth care studies. The university is also acclaimed for its athletic program and is home to the National Canadian Institute of Sport.

Distinguished alumni: *Maclean's* "Journalist" publisher Linda Hughes; writer W.P. Kinsella.



York University's Durrell: pride in a community mandate.

**WATERLOO** (WATERLOO, Ont. (2007). President: James Downey. Full-time students: 55,205. Part-time students: 6,346. Tuition: \$2,626.

With the world's largest co-op program, and more international students than any university in the Western world, Waterloo has an international reputation for academic excellence. Roughly 16,000 people, or more than half the full-time student body, work in 2,450 companies worldwide. Redmond, Wash.-based Microsoft Corp., for one, has hired more computer science graduates from Waterloo than from any other university in the world. Waterloo earns an average of \$2 million annually in royalty and license income from inventions, and educational software designed by Waterloo scholars is now licensed to universities in more than 50 countries.

Distinguished alumni: Frank Olego, general manager, Microsoft Canada Inc.; William Reaves, Academy Award winner for computer animation.

**WESTERN ONTARIO** (LONDON, Ont. (2076). President: Brenda Patterson. Full-time students: 22,040. Part-time students: 7,124. Tuition: \$2,636.

One of Ontario's oldest and most prestigious universities, Western has professional schools in journalism, business, dentistry, education, engineering, law, medicine, nursing, and library and information sciences. The university

is a world leader in interdisciplinary business education, and its medical school is widely renowned for work in organ transplants and brain surgery. On the social side, students and societies thrive at Western—often dubbed Canada's preppiest university.

Distinguished alumni: writer Alice Munro, former Ontario premier Doug Peterson.

**WILFRID LAURIER** (WATERLOO, Ont. (2111). President: Lorne Menden. Full-time students: 5,738. Part-time students: 3,028. Tuition: \$2,624.

Laurier has the highest rate of applicants per available places in the country. Almost two-thirds of its first-year students have averages of 80 per cent or more. Its business co-op program and graduate degree in social work are both highly regarded. As well, Laurier is renowned for its faculty of music, which has a strong emphasis on performance and features an intensive music therapy program.

Distinguished alumni: singer/producer Burt Reynolds; Canadian ambassador to Germany.

**WINDSOR** (WINDSOR, Ont. (2057). President: Ronald Ivers. Full-time students: 13,335. Part-time students: 6,397. Tuition: \$2,626.

Windsor uses its border-town position to great advantage, offering the country's only law program from which students graduate

with both Canadian and U.S. qualifications. Students can also take credit courses at universities in neighboring Detroit. The university is home to the internationally recognized Great Lakes Institute for Environmental Research and the Canadian-American Research Centre. Windsor also has one of Canada's top creative writing programs.

Distinguished alumni: Lloyd Johnson, executive vice-president and chief economist, Bank of Montreal; Richard Pridie, president and CEO of Toronto's Sky-Dome.

**WINNIPEG** (WINNIPEG (2071). President: Marlene Ivers. Full-time students: 2,553. Part-time students: 2,623. Tuition: \$2,636 (includes). Winnipeg's writing studies program for writing students has become a model for universities across the country. With its central location and state-of-the-art facilities, it has more than 250 students—Winnipeg has become an accessible urban centre, with a strong record of undergraduate courses in arts, science, education and theology.

Distinguished alumni: writer Margaret Laurence, Minister of Human Resources Lloyd Axworthy.

**YORK** (TORONTO (2098). President: Susan Mass. Full-time students: 27,126. Part-time students: 12,780. Tuition: \$2,626.

Known for its Osgoode Hall law school, space sciences and fine arts programs, York is also recognized as one of the country's most progressive universities in addressing women's issues. It was the first university in Canada to set up a faculty designed to help victims of sexual harassment or assault and to educate the university community about these problems. York also has a centre for race and ethnic relations that lobbies for changes in course content to reflect multicultural perspectives. The university takes pride in its community mandate, with outreach programs and an accessible admissions policy. York has also pioneered joint programs with several community colleges. And this year, the Council for Advancement and Support of Education (CASE) named philosophy professor Claudio Duran Canadian professor of the year.

Distinguished alumni: Benjie Penhale, anchor, CTV National News; writer Neil Gaiman.

ADVERTISING SUPPLEMENT TO THE NOVEMBER 30, 1993 ISSUE OF MACLEAN'S MAGAZINE.



## Homeward Bound

A Guide To Operating An Executive Home Office

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THE TOSHIBA COMMAND CENTER



TOSHIBA

SINCE 1875, WE'VE BEEN MAKING IT LAST.



PHOTO: P. A. D. Inc. Toronto

The HomeWorld Toronto office of Jo-An Austin is equipped with multi-tasked but compact products. Her work-at-home office includes a Toshiba T1950 fax machine with automatic telephone/fax switch and 50 speed dial numbers; a Toshiba T40000 notebook computer with a 486SX processor and an active matrix color display; and a Toshiba 3250 personal copier that copies in several sizes and colors. A Toshiba multi-line phone handles the five lines in this business-based home.

## An Inviting Venture — The Business-Based Home!

It may be deceptively comfortable and inviting, but Jo-An Austin's Victorian town home, in the heart of Toronto's hip fashion district, is headquarters for not one, but three, business ventures.

Austin, who refers to her upscale digs as a business-based home (rather than a home-based business) founded her public relations firm, *AustinGibbs & Communications* five years ago. That firm was soon joined by HomeWorld Marketing Services, which helps major companies reach the home office community. More recently, *AustinGibbs & Productions*, a music production and marketing company, joined the roster.

"Late last year, I selected, and began renovating this town home, with the intention of creating the ultimate home office," recalls Austin.

On the first floor of Austin's town home is the "office" which doubles as an expansive living room/dining room. The room's large mahogany boardroom table, black leather execu-

tive chair and pair of black leather couches could easily be moved to any corporate office.

But the room's fireplace, combined with Austin's world art collection, plants, and other feminine touches keep the 500 square foot space from austerity. On the second floor, a much funkier design and music studio is used by Austin's creative associates.

The first floor room, however, is more than just a pretty meeting place. Hidden behind a metallic green blind, in an alcove at one end of the room, is what Austin calls her "command centre."

The alcove command centre, which is about eight feet long and two feet deep, houses the state-of-the-art technology that allows her to work at home. Her equipment includes compact, multi-tasked fax machine, photocopier, notebook computer and multi-line phone (all Toshiba products) and a laser printer. The alcove is just a chair's turn away from the

boardroom table which Austin uses to speed out papers, files and reference materials.

"I created my environment for three key roles — as functional, user-friendly work space, as corporate look my meeting area and as a personal, welcoming haven for my friends."

Here's some of Austin's tips for creating your own home office:

■ The multi-purpose room doesn't work for everybody! If you don't have a place (like Austin's alcove) to hide away work, or if you share your home, a room with a door is the better home office solution. But choose a location that allows you the access you want, with the privacy and quiet you need.

■ Colour is an important consideration. Austin's main office is painted in various shades of green, which is relaxing on the eyes, neutral and happens to be the HomeWorld corporate colour. Other easy-to-see colours are warm blues and greys.

■ Lighting is key. In both the location and design. Many people who opt for basement offices find themselves grumbling upstairs for light. Aim for lots of natural light, and well-designed lighting or you'll suffer from energy drain, neck and eye strain.

■ The right storage design eases day-to-day frustrations. Plan separate storage space for the things you need daily and the things you need only occasionally. Most homes have vertical space which could be converted for office storage. A key rule: sit down and plan your storage needs then double them!

Maybe you're thinking that no one will ever see your office, so why should you bother to make it look good?

"You should be prepared for the eventuality that clients will want to visit your home office. Your clients may be curious to see how you operate, or it may just be convenient for them to drop by," says Austin.

"And perhaps more importantly, an office that works well for you, in which you feel comfortable, confident and in control, will inspire you to achieve greater success."



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## A Home Office Professional Goes Software Shopping

Sooner or later it had to happen. The time had come for Jay Shuel, a Toronto home-based entrepreneur, to spend her "rainy day" money and upgrade her computer system.

Her five year old 286 computer taunted her with messages about an impending hard disk failure. Compounding the old standby's new disloyalty was the realization that with better technology she could be making more

money. The downtown Toronto location of Sides, a new software store that bills itself as a "computer software and services resource centre" proved to be her proverbial silver lining.

Deciding to equip her home-based public relations agency with a new 486 computer and laser printer was easy. Equipment that started at \$5000 in 1989 now rang in at less than \$3000. But choosing the software that would turn her business into a finely-

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**IBM**



turned marketing, administration and communications machine was another matter.

Certainly there was no shortage of places to spend her software budget. Catalogues, computer and office supply stores, even drug stores, vied for her dollar. But "where to buy?" went hand-in-hand with a more difficult question "what to buy?" And neither catalogue pages nor store clerks could help her determine which of the many products claiming to be the "most fully featured, user-friendly, latest and highest rated" was best for her business.

"Friends, business associates, computer magazines and trade shows all offered suggestions," recalls Shael. "But I wanted just one location where I could compare, evaluate and make the right choice. And, as most any home business person will tell you, time is money but hasty decisions cost more money."

Shael heard about Sides through a home-office colleague who had attended several of Sides's free seminars on software and business topics.

Sides, her friend explained, "stands for Software Information Demonstration Evaluation and Assistance. There's over 65 computers loaded with software to try out — almost like a permanent software tradeshow." This she had to see.

While the Toronto location, which is the first of Sides's North American chain, offers the diversity of demonstration areas, displays and information of a tradeshow, for Shael it proved to be a more personal experience.

Sides sales consultant, Terry Butak explains,

"What's really important to our home and small office customers — and even to our corporate clients — is that someone

takes the time to help them precisely define their business and computing needs. Each customer is very different, in terms of what they're doing with their business and what they expect and want from their computer."

So what exactly did Shael expect from her new computer system?

"As I explained to Terry, my old DOS-based system was fine (that is until files started disappearing!) for straight word processing. But now I'm ready to expand my business, and that means two things.

First I've got to speed-up the activities I do manually and second my marketing materials have to look like they're coming from a much bigger business."

"Getting more specific," Terry asked me to list all the things I wanted my computer to do.

As I was trying to virtually transform my business, my list was extensive, covering everything from managing projects and client contacts, accounting and budgeting, through to word processing, desktop publishing and fax/modem communications."

"Because her list was so exhaustive, I wanted to help her prioritize her needs before we looked at any particular software packages," recalls Butak. "There's literally dozens of packages for any application, plus variations from entry-level through high-end, stand-alone or integrated packages. There's never a universal answer!"

Using her word processing needs as a starting point, Butak asked:

■ What word processing package do you currently use? What do you and don't you like about

it? Do you have an authorized (i.e., upgradeable) version of it?

■ What types of documents will you produce with word processing and what special features do you need? I.e. charts? grammar or spell checking? mail merges or labels?

■ Are you comfortable with DOS or do you want to take advantage of the Windows environment? Will you need Windows for all your applications?

■ Are there any other systems, such as clients or colleagues, which your system must be compatible with?

After a similar assessment of her requirements in other applications, Butak led Shael to the fun part of the Sides experience — test-driving software.

"Terry recommended several different packages, from which we could pick and combine, to meet the needs we'd defined. We toured around the evaluation area and I tested about 10 different packages to see which ones I felt most comfortable with and which had the features I wanted. We also found out what features I didn't need, and where I could opt for an entry-level rather than a more expensive package."

With Butak's help, Shael realized that her aspirations and her shopping list were a little too long for one visit! She did, however, feel confident enough to take home a new word processing package, a contact management program, a spreadsheet program and a fax modem.

She's opted to wait for Sides's upcoming seminars on desktop publishing and financial management before she selects her graphics and accounting packages.

By Tina Green

## Financial planning for home-based businesses

**O**pening your own business at home means considerably more than developing marketing skills and products. It means years of ongoing and careful financial planning.

Don Nilson, who has run his own accounting business, Nilson & Co., out of his home in Vancouver for 14 years, has a variety of suggestions for the new home business operator.

■ Write off expenses such as rent or mortgage interest, home insurance, property tax and utilities, on a percentage basis. If your office is one of five rooms in your home, you can write off 1/5 of your home expenses. Alternatively, if it occupies 1/2 the space, you can write off half your home's expenses.

You can't, however, claim more than you're earning. If your expenses exceed your income, suggests Nilson, "you can carry them forward to your next tax year. This can be quite useful, since there's no limit to the number of years you can carry expenses forward."

All of which means, don't claim the capital cost allowance without for your home office.

■ Find out whether your business must charge provincial sales tax. The time when provincial sales taxes applied strictly to product sales is long gone. "As governments get hungrier and hungrier," says Nilson, "they keep expanding the net." Starting on October 1st, 1993, for instance, businesses that provide re-copying services in B.C. must charge Provincial Sales Tax. While you're at it, make certain that you're eligible for a local business licence.

■ Develop a strategy for your GST. Can't stand the thought of adding

up every nickel and dime you're entitled to claim on GST payments and then deducting these "credits" from the 7% GST your business must charge? The government is willing to let you pay just 3.55% GST on your total billings if you're willing to forgo any GST credit claims. In effect, you withhold 1.65% of the GST payments you would otherwise have sent the government. That's fine if you're, say, in a service business, where you're

putting out time and not dollars as your major business expense. But if you spend more than \$1.65 in GST payments for every \$10 of your sales, you may be further ahead financially if you spend the time to add up all your GST credits and take the full deduction.

■ Do a budget. In other words,

you stay under your limit and make your minimum monthly payments, thus a) the most practical way to stay in control of the money you owe. The alternative, a loan, requires time-consuming discussions and paperwork with bank personnel and can cost you hefty administrative fees. A PLC is only advisable, however, if you're uncoaposed.

Link w i s e , although you are not required to charge GST on your goods or services if you earn under \$30,000, it might be wise to register for this tax if your business requires a lot of goods and services, thus running up high GST payments. Claiming these expenses as a GST credit is the only way you can get reimbursed for this business expense.

■ Establish a personal line of credit with your financial institution. As long as

### A FEW TIPS ABOUT INSURANCE

Insurance broker Joe McCabe, president of Lease McCabe Stevenson Ltd., suggests that your coverage should include the following:

■ Additional protection for business property, such as computer equipment, which is now in your home.

■ Protection for business property which is not in your home.

■ Liability insurance, should someone sue you or hurt himself or herself in your home.

■ Business interruption coverage, to ensure that your business could continue if your home becomes uninhabitable.

■ Health, dental and life insurance. These are least expensive through your professional organization.

■ Disability insurance. Most group disability policies stop paying you within a couple of years if you're able to take any job at all. Although expensive, the ideal policy should pay out for as long as you are unable to practice your own profession. How expensive? "If he belongs to an association," says McCabe, "a 40-year-old computer consultant would pay \$90 per month to protect \$2,000 per month of benefit. If he were not a member of an association, it would cost him \$116.22."

■ Travel insurance. For under \$100 annually, you can be protected against emergency medical expenses as well as services required by people accompanying you who are not injured, such as accommodation and vehicle expenses.

ensure that your business is feasible from the head, not just the heart. If you're in a service-oriented business, determine an hourly rate that will keep you competitive as well as solvent. Don't forget to build in payment for the perks you might have received as an employee. "You don't have to do without benefits such as life insurance just because you're self-employed," says Nilson.

Likewise, assess your progress over time. Keep current statistics on your revenue, cash flow, maybe even how many inquiries you get over the phone, if that's a measurable index of your progress over time.

■ Stay on top of your receivables. Little businesses can get ignored. "It may be tough to tell your clients that you can't do any more work for them unless they pay you, but the alternative could be working for nothing," says Nilson.

■ Don't even consider starting a home-based business if you're a chronic procrastinator.

■ Work hard to run your home business in parallel with your regular job, until you're certain that your own operation can keep you solvent. If you don't have a regular job, consider a side job to keep cash flow going. Once your business grows successful enough to require extra help, bring employees in on a contract basis until you're certain there's enough work to keep everybody busy fulltime.

■ If possible, avoid partners. "The majority of the time, partnerships dissolve fairly quickly," cautions Nilson, "and then you have to channel a lot of your energies into breaking up with your partner. If you need to link up with someone, do so on a joint venture basis, so you're each independent."

■ Once a year, make the time to go away for a long walk with yourself to think about the big picture of your business. Look at all aspects of what you do. Decide if and how it could get better. Decide whether to stop doing things because you're simply not getting the return you need for your energy. Be objective. "It's an incredibly valuable process," says Nilson.

■ Professional advice in advance on all of the above, as well as on such matters as bookkeeping, budgeting, how to structure your organization and electing a year-end could save you a lot of money and grief over the long run.

By Helen Ross

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## Taking it to the Streets

Mobile computing is fast becoming as ubiquitous as the cellular phone. For small business and home business entrepreneurs, the investment in a notebook computer can translate into both extra working hours and added sales ability.

Jonathan Latsky, the young president of Sentory, a Toronto-based mailing list company, recently purchased a portable computer so he could conduct business away from the office and still be accessible. Marketing his two-year-old firm, which manages mailing lists of home, new, and established businesses and professionals, demands constant access to rapidly changing information.

An experienced user of sophisticated desktop computers, Latsky was not going to settle for a low-end notebook.

"Although this was my first notebook computer, I knew I needed 486-based power to run my current software and maintain my growing databases. I was happy to find it was available in a reasonably priced brand name product," explains Latsky.

Toshiba's reputation for durability was important to him, but it was also the advanced features of the T1900 that sold him. One of the key features was the PCMCIA slot which allows one to interface with his office network. Downloading files from the network and accessing network files and software is easy.

PCMCIA stands for Personal Computer Memory Card International Association which sets standards for PC cards which are used for fax/modems, network interfacing and memory expansions, etc.

Using his notebook, Latsky brings a whole new level of professionalism and service to his clients.

"The notebook is especially useful when I'm marketing our newest mailing list product, which we call the New Business Sales Generator," says Latsky.

"Using Paradox database software on my notebook, I take the database to my client's office for the New

Business Sales Generator," says Latsky. "For Latsky, who's often on the run, the T1900's pop-up window, which shows how much time is left on the battery, is also important.



Jonathan Latsky's Toshiba notebook computer delivers data and profits.

Business Sales Generator, which is essentially a subscription service that provides new business listings."

Latsky's clients simply provide the criteria for the types of businesses they are trying to reach, say restaurants or retailers, and the geographic area they market in. Using the T1900, he can instantly tell them exactly how many new prospect listings he can provide. If necessary, the client can increase their geographic area or modify their criteria to get more listings. Once the client is satisfied with the numbers, Latsky can even complete the sale on-the-spot, by providing a print-out or a diskette of the data.

"My Toshiba notebook allows me to carry approximately 400,000 listings for new and new home businesses right to the client's office. For our other mailing lists, which include over 1.8 million businesses, I can link into our office network and provide mailing data and statistics immediately. This can be really important for a

"There are no guessing games or surprises. You know how much time you have left on the battery, and you don't lose face in an important meeting."

Latsky's notebook has also simplified the process of subcontracting data entry work for his young company. "Rather than have an extra person in our small office, I send the notebook to the home of our data entry person. She enters the data directly into the T1900 and sends it back via modem to our main system."

And of course, Latsky's data entry assistant isn't the only one who takes the notebook home. It wasn't very long ago that Latsky moved Sentory's office from his mid-Toronto home to a nearby office tower. And when you combine an enterprising young company president with a portable computer that links him to his office database, has built-in fax capabilities, and an array of software, you can be sure he's doing his share of homework.

By J. J. J. J.

## MUSIC

# Voices in the wilderness

*The COC has lost a leader and lacks a home*



Like the evangelist signs that unfold onstage, recent events behind the scenes at the Canadian Opera Company (COC) have taken on an air of surrealism. Under Brian Dickie, the general director since 1986, the Toronto organization reached some of its highest and lowest notes. Dickie managed to raise the 65-year-old COC's standards and its international profile. In September, the company took two top awards at the Edinburgh International Festival for his

bold staging of Bartók's *Masters of the Song* and Schreberg's *Aspenberg*. But Dickie's detractors say that such artistic successes went unmatched in other spheres, both staff morale and for company finances suffered during his tenure, they contend. After months of rumors that Dickie was leaving halfway through his 10-year contract, he and the COC finally confirmed on Oct. 19 that he had resigned. In an interview with *Melodrama*, Dickie, 55, said that he was proud of what he had achieved at

Dickie's high and low notes

Canada's largest opera company—and not overly concerned that the time he had slipped in to the process. "I was brought here not to be a savior," he said, "but to get the job done."

Neither Dickie nor the COC will be able to decide whether the general director's hand was forced. According to a company press release, Dickie left in part because of "considerable uncertainty about the future location of the company." That likely will be a serious issue for the organization as it searches for his replacement. When Dickie took over, the COC was looking forward to the construction of a state-of-the-art theatre for build and open, due to have been completed next year. However, in November, 1990, Ontario's new NDP government effectively killed the proposed facility when it withdrew \$85 million in lending.

The company is still without a performing home, splitting its schedule between the historic Elgin Theatre and the more modern O'Keefe Centre. But by the 1995-1996 season, the COC could be shut out of those locations as well. Promoters hope to open a Canadian production of the rock musical *Tommy* at the Elgin in early 1995, and it could run for more than a year. The government of Ontario is slated for renovations. Others among my list of other factors also

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## FILMS

# The Red and the restless

*Soap opera unfolds in the Peking Opera*

FIREWALL MY CONSCIENCE

Directed by Chen Kaige

It is a slow-burner soap, a tragic tale of two Peking Opera stars and the woman who comes between them. Tristram's one illicit liaison after another, for this one turns an episode of child abuse, homo-sexuality, prostitution, treason and suicide. But *Firewall My Conscience* is also a sweeping historical epic, a long march through half a century of tumultuous change. And it portrays political treason with a subtlety and nuance unrepresented in Chinese cinema. The movie made a powerful impression at the Cannes Film Festival last May, where it shared the grand prize with *The Piano*. But it also made an impression with Chinese audiences, who first consumed it, then banned it—and finally let a re-edited version be released for domestic consumption.

Seen to North American eyes, *Firewall*



Cheng (left), Feng's prostitute, treason, suicide

*My Conscience* has shock value: The story of a lifelong bond between two male opera stars, Deyi (Gao Xing) and Xiaokou (Gong Li), begins in the 1930s with their gruffing apprenticeship at an acting

school that resembles a medieval orphanage. Inmate is a learning tool. Abandoned by his penitentiary mother, Deyi is a third son—Xiaokou becomes his protector, and they grow up to be partners. The delicate Deyi plays the female parts, while the able-bodied Xiaokou plays the kings.

These pleasure or lustship affairs against a shifting panorama of upheaval—from the war against the Japanese to the Cultural Revolution. Political intolerance torments their art at every turn. But it is a woman who does the real damage, a prostitute whose engagement to Xiaokou shatters Deyi. The two men are the Lennon and McCartney of the Peking Opera, and she steps in like Yoko Ono.

Despite a fine performance from Gong Li, who plays the prostitute-killer, her character seems unduly killed. And, as the melodrama forces itself through the decades, its lack of humor or irony seems baffling. But Cheng is superb as the story's sexually ambiguous hero. And writer-director Chen Kaige has created a drama of an elusive power. A daring silence to the Chinese status quo, *Firewall My Conscience* is not just a story about the struggle for artistic freedom but a triumph of it.

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FILMS

## Playing hide, seek and kill

An Italian movie packs  
a Hollywood wallop

FLIGHT OF THE INNOCENT

Directed by Carlo Carlo

It is unusual for a Hollywood studio to pick up a subtitled European film for North American release. But *Flight of the Innocent*, a suspenseful thriller that must have originated from Italy as a special case. There are not, in fact, a lot of sub-tilt-action and gangster take precedence over dialogue. And the movie, a remarkable debut for director Carlo Carro, is billed as a breathtaking spectacle in a style that owes more to Steven Spielberg than to Federico



Colucci is 10-year-old first ruthless gangster

Folkin Carro, 32, grew up in Calabria, where gangs have made kidnapping a major cottage industry. With *Flight of the Innocent*, he has turned the issue of criminal terrorism into a visceral drama. The movie, which unfolds as a relentless game of hide-and-seek between a 10-year-old boy and ruthless gangsters, is Italy's answer to *The Fugitive*—with operatic violence worthy of *The Godfather*.

The film opens with a scene of ravishing beauty in wooded Calabria, a bucolic landscape of olive trees and grazing sheepherds for three centuries. The film's artistic ambitions divide. Character gets overtaken by plot, and it becomes increasingly clear that not much is going on beneath the seductive surface. *Flight of the Innocent* seems to underplay its own loss of innocence, as a piece of European exotica that turns out to be a Hollywood thriller. Still, Carro speaks the language of high-voltage suspense more eloquently than most of his American peers.

Suddenly the silence is shattered by gunfire. As blood bursts against blue sky in lyrical slow motion, gangsters slaughter a family in a farm house. A boy named Vito (Miriam Colucci) is the only one to escape. He discovers that he comes from a family of kidnappers, and they were killed by a rival gang. Grabbing the Stupa (humble) backpack of a young boy whose he finds murdered in a cave. Vito flees to Rome, with the mission of saving his brother.

*Flight of the Innocent* is a moving adventure. As Vito, Colucci is thoroughly compelling in his first acting role. And Carro's camera, which follows the action through Vito's eyes, serves as a vivid storyteller. But the movie, with its powerful imagery and dangerous topicality, conveys a promise that it will go beyond entertainment. It does not. As

for crime movies, the film's artistic ambitions divide. Character gets overtaken by plot, and it becomes increasingly clear that not much is going on beneath the seductive surface. *Flight of the Innocent* seems to underplay its own loss of innocence, as a piece of European exotica that turns out to be a Hollywood thriller. Still, Carro speaks the language of high-voltage suspense more eloquently than most of his American peers.

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## BOOKS

## Spirit of the eagle

### Three works take the pulse of native Canada

In June, 1980, Canada seemed on the verge of constitutional peace: The Meech Lake accord, which would have recognized Quebec's special status within Canada, had been salvaged by Prime Minister Brian Mulroney and 30 premiers but still had to be ratified by several provincial legislatures, including Manitoba's. While Mulroney and the premiers were signing the document at a public celebration in Ottawa

accord—including anonymous death threats and heavy-handed intervention from Ottawa. Ovide Mercredi's *In The Spirit: Negotiating the Future of First Nations* (Penguin, \$25.95) is an impassioned plea for justice in native affairs. The book, written in conjunction with Mary Ellen Turpel, a law professor and aboriginal rights advocate in Halifax, is a collection of speeches Mercredi has given since his election as national chief of the Assembly



**Elgin Harper, a Cree Indian** at NOR member of the Northwest Territories legislature, was searching the community on television at his home on the Red Sucker Indian reserve, 780 km northeast of Winnipeg. And unlike the politicians in Ottawa, he was deeply troubled because Canada's native population had been virtually ignored in the agreement Harper decided to sign everything he could to stop it. Within days, he had successfully and peacefully raised the legislature to demand the secret. But in the past year, aboriginal issues have receded from the national agenda, barely rising to a note during the recent election. Now, these new books attempt to make sense of native affairs in Canada in the mid-20th-century.

All three books know a future filled with promise, but also with something conflictual between Indians and whites. *Aiyah: An Ordinary Hero* (Douglas & McIntyre, \$28.95), written by Winnipeg journalist Pauline Comau, is a behind-the-scenes account of Harper's life and the immense pressure he encountered when he assumed the

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of First Nations in 1880. They cite broken treaties and gross social injustices as the cause of native unrest in Canada. And he argues that there can be no real peace until aboriginals stand beside the French and Inuit as equals.

These themes are also developed in the *People of Three Nations* (Dundas & McIntyre, \$29.95) by Boyce Richardson, a Montreal writer who has produced a number of films about the impact of Quebec's James Bay hydroelectric project. Richardson's engaging style mixes anecdote and historical summary to produce an incisive account of the relation ship between native and white Canada. Like Merritt, Richardson believes that the story

Of the three books, *Ellyak* is the most compelling. Connors's strong narrative technique, including dialogue between participants, reconstructs the tense events leading us to the historic moment. In the process,

[illegible]

the 1990s. The 1990s have been a decade of rapid change for the U.S. economy. The U.S. economy has experienced a period of rapid growth, with the economy growing at an annual rate of 3.5% in 1990, 4.5% in 1991, 5.5% in 1992, 6.5% in 1993, 7.5% in 1994, 8.5% in 1995, 9.5% in 1996, 10.5% in 1997, 11.5% in 1998, 12.5% in 1999, 13.5% in 2000, 14.5% in 2001, 15.5% in 2002, 16.5% in 2003, 17.5% in 2004, 18.5% in 2005, 19.5% in 2006, 20.5% in 2007, 21.5% in 2008, 22.5% in 2009, 23.5% in 2010, 24.5% in 2011, 25.5% in 2012, 26.5% in 2013, 27.5% in 2014, 28.5% in 2015, 29.5% in 2016, 30.5% in 2017, 31.5% in 2018, 32.5% in 2019, 33.5% in 2020, 34.5% in 2021, 35.5% in 2022, 36.5% in 2023, 37.5% in 2024, 38.5% in 2025, 39.5% in 2026, 40.5% in 2027, 41.5% in 2028, 42.5% in 2029, 43.5% in 2030, 44.5% in 2031, 45.5% in 2032, 46.5% in 2033, 47.5% in 2034, 48.5% in 2035, 49.5% in 2036, 50.5% in 2037, 51.5% in 2038, 52.5% in 2039, 53.5% in 2040, 54.5% in 2041, 55.5% in 2042, 56.5% in 2043, 57.5% in 2044, 58.5% in 2045, 59.5% in 2046, 60.5% in 2047, 61.5% in 2048, 62.5% in 2049, 63.5% in 2050, 64.5% in 2051, 65.5% in 2052, 66.5% in 2053, 67.5% in 2054, 68.5% in 2055, 69.5% in 2056, 70.5% in 2057, 71.5% in 2058, 72.5% in 2059, 73.5% in 2060, 74.5% in 2061, 75.5% in 2062, 76.5% in 2063, 77.5% in 2064, 78.5% in 2065, 79.5% in 2066, 80.5% in 2067, 81.5% in 2068, 82.5% in 2069, 83.5% in 2070, 84.5% in 2071, 85.5% in 2072, 86.5% in 2073, 87.5% in 2074, 88.5% in 2075, 89.5% in 2076, 90.5% in 2077, 91.5% in 2078, 92.5% in 2079, 93.5% in 2080, 94.5% in 2081, 95.5% in 2082, 96.5% in 2083, 97.5% in 2084, 98.5% in 2085, 99.5% in 2086, 100.5% in 2087, 101.5% in 2088, 102.5% in 2089, 103.5% in 2090, 104.5% in 2091, 105.5% in 2092, 106.5% in 2093, 107.5% in 2094, 108.5% in 2095, 109.5% in 2096, 110.5% in 2097, 111.5% in 2098, 112.5% in 2099, 113.5% in 2100, 114.5% in 2101, 115.5% in 2102, 116.5% in 2103, 117.5% in 2104, 118.5% in 2105, 119.5% in 2106, 120.5% in 2107, 121.5% in 2108, 122.5% in 2109, 123.5% in 2110, 124.5% in 2111, 125.5% in 2112, 126.5% in 2113, 127.5% in 2114, 128.5% in 2115, 129.5% in 2116, 130.5% in 2117, 131.5% in 2118, 132.5% in 2119, 133.5% in 2120, 134.5% in 2121, 135.5% in 2122, 136.5% in 2123, 137.5% in 2124, 138.5% in 2125, 139.5% in 2126, 140.5% in 2127, 141.5% in 2128, 142.5% in 2129, 143.5% in 2130, 144.5% in 2131, 145.5% in 2132, 146.5% in 2133, 147.5% in 2134, 148.5% in 2135, 149.5% in 2136, 150.5% in 2137, 151.5% in 2138, 152.5% in 2139, 153.5% in 2140, 154.5% in 2141, 155.5% in 2142, 156.5% in 2143, 157.5% in 2144, 158.5% in 2145, 159.5% in 2146, 160.5% in 2147, 161.5% in 2148, 162.5% in 2149, 163.5% in 2150, 164.5% in 2151, 165.5% in 2152, 166.5% in 2153, 167.5% in 2154, 168.5% in 2155, 169.5% in 2156, 170.5% in 2157, 171.5% in 2158, 172.5% in 2159, 173.5% in 2160, 174.5% in 2161, 175.5% in 2162, 176.5% in 2163, 177.5% in 2164, 178.5% in 2165, 179.5% in 2166, 180.5% in 2167, 181.5% in 2168, 182.5% in 2169, 183.5% in 2170, 184.5% in 2171, 185.5% in 2172, 186.5% in 2173, 187.5% in 2174, 188.5% in 2175, 189.5% in 2176, 190.5% in 2177, 191.5% in 2178, 192.5% in 2179, 193.5% in 2180, 194.5% in 2181, 195.5% in 2182, 196.5% in 2183, 197.5% in 2184, 198.5% in 2185, 199.5% in 2186, 200.5% in 2187, 201.5% in 2188, 202.5% in 2189, 203.5% in 2190, 204.5% in 2191, 205.5% in 2192, 206.5% in 2193, 207.5% in 2194, 208.5% in 2195, 209.5% in 2196, 210.5% in 2197, 211.5% in 2198, 212.5% in 2199, 213.5% in 2200, 214.5% in 2201, 215.5% in 2202, 216.5% in 2203, 217.5% in 2204, 218.5% in 2205, 219.5% in 2206, 220.5% in 2207, 221.5% in 2208, 222.5% in 2209, 223.5% in 2210, 224.5% in 2211, 225.5% in 2212, 226.5% in 2213, 227.5% in 2214, 228.5% in 2215, 229.5% in 2216, 230.5% in 2217, 231.5% in 2218, 232.5% in 2219, 233.5% in 2220, 234.5% in 2221, 235.5% in 2222, 236.5% in 2223, 237.5% in 2224, 238.5% in 2225, 239.5% in 2226, 240.5% in 2227, 241.5% in 2228, 242.5% in 2229, 243.5% in 2230, 244.5% in 2231, 245.5% in 2232, 246.5% in 2233, 247.5% in 2234, 248.5% in 2235, 249.5% in 2236, 250.5% in 2237, 251.5% in 2238, 252.5% in 2239, 253.5% in 2240, 254.5% in 2241, 255.5% in 2242, 256.5% in 2243, 257.5% in 2244, 258.5% in 2245, 259.5% in 2246, 260.5% in 2247, 261.5% in 2248, 262.5% in 2249, 263.5% in 2250, 264.5% in 2251, 265.5% in 2252, 266.5% in 2253, 267.5% in 2254, 268.5% in 2255, 269.5% in 2256, 270.5% in 2257, 271.5% in 2258, 272.5% in 2259, 273.5% in 2260, 274.5% in 2261, 275.5% in 2262, 276.5% in 2263, 277.5% in 2264, 278.5% in 2265, 279.5% in 2266, 280.5% in 2267, 281.5% in 2268, 282.5% in 2269, 283.5% in 2270, 284.5% in 2271, 285.5% in 2272, 286.5% in 2273, 287.5% in 2274, 288.5% in 2275, 289.5% in 2276, 290.5% in 2277, 291.5% in 2278, 292.5% in 2279, 293.5% in 2280, 294.5% in 2281, 295.5% in 2282, 296.5% in 2283, 297.5% in 2284, 298.5% in 2285, 29

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Harper emerges as a modern, albeit flawed, Native hero. Born on the Red Becker reserve in 1949, Harper overcame all odds to reach his water supply when he was barely two weeks old. Like many Indian children, he spent his childhood far from home in boarding schools. In the 1970s, he became involved in native issues while studying at the University of Manitoba. The 1980s eventually recruited him to run in the northern Manitoba riding of Rupatland, and in 1981 he was elected to the Manitoba legislature. Last week, he was elected as an MP, this time as a Liberal in the northern Manitoba riding of Churchill. But Genuis's depiction of Harper is not always sympathetic. She notes that at various times he has been hopelessly in debt and has had problems with alcohol.

Swimming up the contrary to block the accord caused Harper personal anguish, Genuis writes. He had to withdraw the status of being one of the few people who had the power to sign the constitutional document that Ontario and 30 provincial premiers had already signed. As well, he had to weigh the response of the native community, which had been promised a broader role in future constitutional negotiations if they accepted the Meech Lake accord. But then, south of the border across Canada, there they support behind Harper, and the agreement fell apart. And Harper's stand dramatically advanced the cause of native groups by focusing attention on their agenda.

One of Harper's staunchest supporters was Merivale. Thanks in part to Harper's timing, Merivale says at his new book, the federal government has been forced to take native concerns seriously. As he speaks, gives eloquent testimony to the long-term native struggle.

Merivale's speeches cover many aspects of current poverty life, from trying to define what form self-government might take, to the rights of urban Indians, to the role of traditional native values in fighting for change. The speeches collected here, despite their measured tone, do not mask Merivale's disappointment over the 1989 defeat of the Charlottetown agreement—which, for the first time, would have accorded natives the right to self-government on reserves across Canada and recognized aboriginal peoples as equal partners in Confederation. And he makes clear his continued commitment to the principles that the constitutional accord embodied, calling it a "historic breakthrough."

In *Three Indian Towns*, Richardson begins his account in 1934, when Jacques Cartier met Micmac Indians off the coast of New Brunswick, and ends with the current debate over self-government. His quick historical account moves rapidly through time

and reiterates the point that many aboriginal people still live in terrible conditions. Richardson, who began covering native affairs at *The Montreal Star* in the 1960s, also cites his experiences against the historic record to produce a highly generalized account of the native condition. Visiting a number of reserves and communities across the country, he produces a portrait not only of hardship but of hope as Indians try to regain control of their lives.

Like Merivale and Harper, Richardson maintains that the lives of native Canadians will only improve when the voice of aboriginal communities is finally lifted. And he uses increasing evidence, even with the collapse of the Charlottetown and Meech accords, that native people are asserting themselves by taking control of some aspects of the education and health systems. In fact, Richardson predicts that there will be an escalation of that kind of de facto self-government over the next decade.

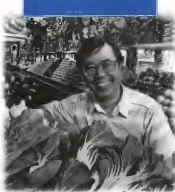
In *Three Indian Towns*, Richardson begins his account in 1934, when Jacques Cartier met Micmac Indians off the coast of New Brunswick, and ends with the current debate over self-government. His quick historical account moves rapidly through time



Merivale the courage to take a stand against Meech

TOM FENNEL

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Score from the movie  
Thompson, Hopkins (below):  
extracting tension

**FILMS**

# Done in by decorum

THE REMAINS OF THE DAY  
Directed by James Ivory

Cyprus might call it a sequel to *Masters of the Sun*. It does, after all, re-visit Anthony Hopkins and Emma Thompson in another Merchant-Ivory version of an elegant novel about the cruel tribulations of British class society. It, too, is a satirical tragedy of manners that revolves around a grand old house in the English countryside. And, once again, Merchant plays fastidious repression to Thompson's lively compassion. But the lesson taught by director James Ivory and production team Merchant is not adapted from E. M. Forster's work—they have finally exhausted the Forster vein. It is based on *The Remains of the Day*, the sublime 1989 novel that was filmed and lost to time. It's a book that was written and lost to time. It's a book that was written and lost to time. It's a book that was written and lost to time.



A butler's fetish  
for order stifles his  
heart and soul

The story takes the form of a monologue by a butler named Stevens (Hopkins). It is 1958, and he now works for an American, Mr. Lewis (Christopher Reeve) who has taken over Darlington Hall, the estate where Stevens has served most of his life. Narrating his employer's Danter, Stevens drives all to visit his former housekeeper, Miss Kenton (Thompson), hoping to lure her back to the manor. And on the course of the trip, the narrative unfolds as flashbacks to the 1930s, the heyday of Darlington Hall.

The Second World War is drawing near. Working for Lord Darlington (James Fox), a Nazi sympathizer, Stevens and Kenton

oversaw a brigade of servants. As the butler Kenton had with a man in a room for a series of international appointments and interviews based by his employer, he gets so caught up with his duties that he considers his aging father (played by a topicalized Peter Vaughan) and drives his feelings for Kenton. The reality of the work ethic is a reflection of the men he serves, men who he maintains any involved in "events of the utmost importance." Only later in life does he begin to acquiesce to his feelings, which emerge as a slow condescension of a momentary solace.

The screenplay, by Merchant-Ivory writer John Brailmont, makes only one small cut change to the book. He collapses two characters into one—the American congressman who visits Darlington Hall in the 1930s and the new owner who buys it in the 1950s. Unfortunately, Reeve, who seems so convincingly still as the movie's token Yankee, is the one weak link in an exceptional cast.

On the whole, the film is scrupulously faithful to the novel. But it also makes tangible an emotional dimension that is only implied on the page—looking between the lines of the butler's absurdly dry and detached narration. Overseen, behind the seamless propriety of the language, Hopkins makes his character's vulnerability visible in the eyes, and in the smallest of gestures.

While *Remains of the Day* was Thompson's movie (she was an Oscar for *It*), *The Remains of the Day* clearly belongs to Hopkins. He has the main role. And he gives what is arguably his finest performance. His Oscar-winning turn as Harriet Blunt in *The Silence of the Lambs* (1991) was spectacular. But villains are easy. Stevens is a more complex character, an essentially disinterested, Hopkins makes his character's quietest elegance for morality, a man with a good heart, but is buried beneath a pathological fetish for order.

Like the current movie *The Age of Innocence*—yet another vaguely at manners—*The Remains of the Day* does something unusual out of unregarded lore. It is a romance sealed with a handshake. Stevens and Kenton never even get around to kissing each other by their first names. Yet they resemble a married couple. And out of their domestic interior, Hopkins and Thompson create real chemistry.

Their roles are very different from the ones they played in *Remains of the Day*. Thompson stressed in a recent *Rolling Stone* interview, "But in a sense, there is something similar about them," she added, "the evolution of the relationship and the fact that it's based on tension and attraction." Thompson has often acted opposite her husband, director Kenneth Branagh. But after back to back movies together, she and Hopkins could become the most authentic Hopkins and Spencer Tracy. "I certainly hope so," says Thompson. "We'd love to do another movie together, but we have to do a modern one, I think. Maybe we'd finally get to know each other."

DEAN D. JOHNSON

## BOOKS

# Look back in anger

Britain's Iron Lady wields a poison pen

THE DOWNING STREET YEARS

By Margaret Thatcher  
Chapin Collins, 662 pages, \$35.00

Discreet, single-minded, complete self-confidence and a massive ego: all those qualities helped to make Margaret Thatcher possibly the most respectable Western leader of our time. The same attributes, however, make her a rather author. *The Downing Street Years*, her exhaustive and exhaustive account of more than a decade in power, is as relentless as the lady herself. The reader is awed by the scroll of the week and reached through 11 years of triumph. Thatcher leaving Britain "a nation," she writes, "that had the stuff of greatness out of it." Thatcher taming the trade unions and liberating the industrial islands, Thatcher doing with Ronald Reagan, she acknowledges, butting and putting and finally leaving the Conservative house down. In its complete self-deception, at least, the memoirist faithfully reflects its author.

Equally as character is the contempt that Thatcher pours on her loss. The surprise is that the enemies who obsessed her were to be found around her own cabinet table. Predictable villains like Neil Kinnock, the Labour Party leader for most of the 1980s, are dismissed in a few lines. Thatcher reserves her deepest pot down for the very ones she elevated to power. One was "errid" and "misguided," another "a right wicked fellow" seemed to have gone to sleep on the job. John Major, her chosen successor, is dismissed with that phrase as the least bad choice. In her own mind, Thatcher was almost constantly surrounded by incompetent backsliders and, in the final days of her tenure, outright traitors. The question she never fully answers is: why did she ever appear such a sorry crew?

In her dealings with foreign leaders, too, she finds little to admire. Only Reagan and Mikhail Gorbachev for very different reasons come to be forgiven praise. The rest, especially the European leaders with whom she fought some of her bitterest battles, are portrayed as witless dullards or simply money-headed Canadians, in their inconstant ap-



Thatcher: she takes all the credit—and some of the blame

proposers, come across in interviews where, in 1987, Canadian author, not much in Vancouver chosen by Brian Mulroney, she had to endure the "synchronous criticism of our Canadian hosts" over situations in South Africa. Equally, she writes, what did set Thatcher apart from most of her contemporaries was her intention to focus on the enemies of the status before her. As a European Community summit in Athens, she relates François Mitterrand of France and Helmut Kohl of Germany sit at empty tables while her guests under pretence of an assumed briefing books. They had not, Thatcher asserts, answered the issues. Most

other leaders and most of her ministers, could not match her knowledge and understanding—and 85 her soon.

What is almost totally missing from *The Downing Street Years* is any sense of doubt or self-examination—indeed, any sense of Britain and the world outside the mind of Thatcher herself. She credits people as varied as Lech Wałęsa and Deng Xiaoping, but provides no insight into their characters. Almost until the final pages of the book, her mind remains firmly in place. There is almost no mention of her family, aside from a handful of small tributes to her husband, Denis, and virtually nothing about friends, private life or fears.

By far the most gripping part of the book is Thatcher's account of her final days in office in November, 1990. By then she had succeeded to the common imagination of those in power she had started by declaring in her own words. Only she was responsible for the success of the 1980s, everything that went wrong was someone else's fault. In her book, she says the Minister for the economy knew that Britain found itself in at the foot of her long-time finance minister, Nigel Lawson. Even the hated pit tax failed, according to her version of history, simply because her party and cabinet lost their nerve.

Finally, Thatcher sat alone as her ministers, almost to a man, told her flatly that she did not have the support to go on. As she writes about her downfall, Thatcher's wounded pride is palpable, and finally she allows herself to be vulnerable: even human. "Woe crested me," she writes. "The few days of those I had always considered friends and allies and the words whereby they had betrayed their betrayal into drink and concern for my fate." She did not understand then why the British people had had enough of her. *The Downing Street Years* makes plain that three years later, she still doesn't get it.

ANDREW PHILLIPS

## BEST-SELLERS

### FICTION

1. *The Red Rover*, Margaret Stange (2)
2. *Pretty Girls Be It Me*, Linda Seale
3. *The Golden Rule*, Neil Kinnock
4. *The House of the Rising Sun*, John Major
5. *The House of the Rising Sun*, John Major
6. *The House of the Rising Sun*, John Major
7. *The House of the Rising Sun*, John Major
8. *The House of the Rising Sun*, John Major
9. *The House of the Rising Sun*, John Major
10. *The House of the Rising Sun*, John Major

### NONFICTION

1. *The Downing Street Years*, Margaret Stange (2)
2. *A Life in Progress*, David Galt (2)
3. *Managerialism*, David Galt (2)
4. *Britain's Out*, Robert Kinnock
5. *Britain's Out*, Robert Kinnock
6. *Britain's Out*, Robert Kinnock
7. *Britain's Out*, Robert Kinnock
8. *Britain's Out*, Robert Kinnock
9. *Britain's Out*, Robert Kinnock
10. *Britain's Out*, Robert Kinnock

1. *Review of the week* Compiled by Susan E. Baker



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## Picking over the Tory corpse

BY ALLAN FOTHERINGHAM

Victory has a hundred fathers, and John Kennedy's defeat is no orphan. The one-hour president with his wit always tried to disguise his sartorial anxiety, but he knew his politics. His son and they slaved all over you, lose one and they forget they ever knew you.

The Progressive Conservatives—an octopus to begin with—party is our latest example: a diagnosed gang diving to the hilt. Every principal, at burlesque interest, in point of someone else, rather like kids trying to sink the blame as to who stole their cookies.

Whose fault was it—to accomplish the biggest feat since the Berlin Wall fell—to stop the historic crash from 220 yards down to a fairly low? Seems—surprise, surprise—I was somewhat else's. Wine. What a scoundrel! Jimmy Allen Greig, who depicted that brilliant television ad featuring Jean Charest's misadventure, now allows us the press that the blame should be spread equally, somewhat like chocolate icing on a cake, since he says all factions of the campaign failed equally.

Because her has own facade, campaign boss John Tory now gives the evidence that he didn't even see the Charest ad that sank the already shaky Conservative. It was a claim that should not have been made. There is only one thing worse than the confusion that the hand man knows what was going on—and approved it. It is the confusion that he didn't know what was going on.

With such confusion and back-peddling at Ottawa headquarters it is now easier to believe the early claims—rather implausible—that the prime minister himself was unaware that her misadventure was about to go into the air, but in the television campaign that was devoted to elect her.

Never mind. She was in her own denial mode. In North Battleford—or was it Bismarck—the heads of the exhausted national press agencies snuggled up inconspicuously when the delirious talk host radio reported that she was "reignited" at the party.

Well, yes, but in the final weeks of the campaign



less. But no one has ever accused Steve of being less than shrewd.

It was the gap—thought of as being an inflexible right winger—who elected Bill Taylor Joe Clark as leader in 2010, while maintaining the party convention, by marching into his campaign the second ballot.

When Joe was tentatively toast in the first leadership contest, the practical Steve searched to Mulrooney—and became cabinet minister, of course. A guy who paid his way through law school by being a cop-shop reporter for *The Toronto Star*, his cautious sense cannot be rejected.

Perking in the corpse, Steve Stevens employed in a long analysis in the *Star*—not really a newspaper but a Liberal propaganda machine—how Mulrooney had destroyed his party by turning its direction as he later years over to an unselected cadre of George

Tory and tech lobbyists as Bill Neville.

He credited to Steve most credit that Campbell delegates, when they arrived at the June leadership convention, were agonized to discover that her advertised "inspiration" the accomplished dramatist and academic credentials were in fact bogus—but were convinced it was too late to switch. When the close vote confirmed her victory over John Charest, Steve turned to a friend and said, "You are witnessing the demise of the Conservative party."

Defeat is no orphan. The Tories are even more pitiful in disaster than they were in the campaign. The Prime Minister, after being hospitalized in her own riding on election night, could not even bear flying back to Ottawa on her campaign plane with her faithful staff and the media mob that had followed her for 47

days and nights. She flew back alone on the prime ministerial Challenger executive jet.

And there she was, the woman after her arrest at a Boston mall, on Canada's *ABC* explaining that the problem was she "wasn't in a position to change the campaign team" before she called the election. So she went into a campaign with a team she didn't want. And called it myself.

She just wanted to "set the record straight"—that being, apparently, that things would have been all right if her message had not had to go through "the filter" of the media. She sounded as if the ideal election would be one without any reporters around. Unhuh.

Mulrooney blames Kim and Kim blames the campaign team she didn't want, meaning Greig and Tory, and Greig blames every body but Steve. She says he didn't see the ad and Steve blames the party and we all fall down. Kennedy predicted it.

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